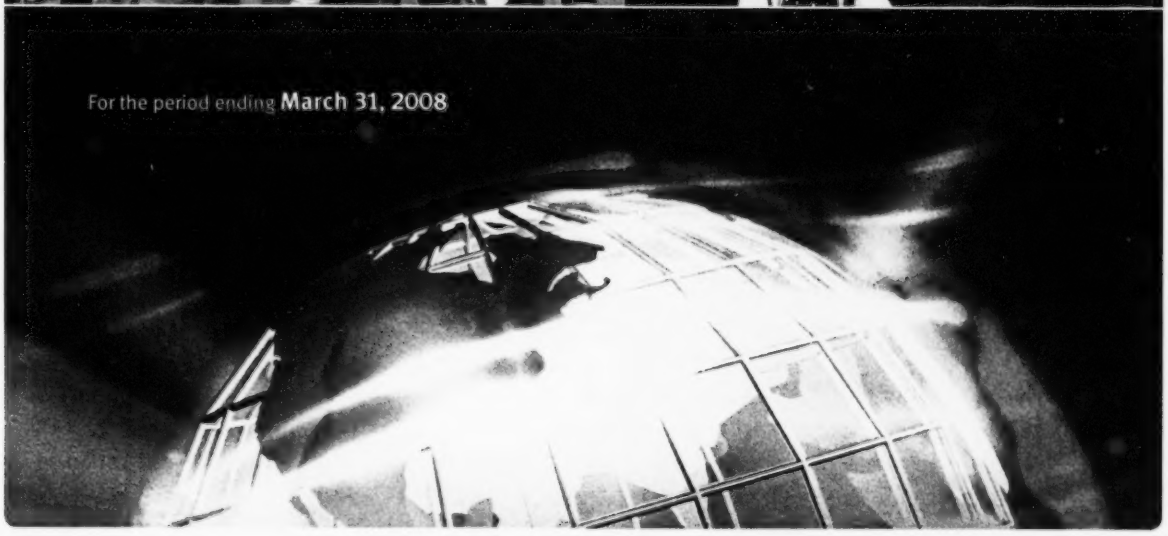
Citizenship and Immigration Canada | Citoyenneté et Immigration Canada

Citizenship and Immigration Canada

DEPARTMENTAL PERFORMANCE REPORT



For the period ending **March 31, 2008**

Minister of Citizenship, Immigration and Multiculturalism

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OVERVIEW

Message from the Minister

As Minister of Citizenship, Immigration and Multiculturalism, it is with great pleasure that I present the *Departmental Performance Report* for 2007–2008.

Since 1867, Canada has welcomed 15 million newcomers to this land of opportunity, where immigrants can succeed in building better lives for themselves and their families. With a quarter of a million people coming to this country each year as immigrants, and an additional million more as visitors—tourists, students, or temporary foreign workers—Canada continues to be a destination of choice.

Immigration has been, and continues to be, vital to this country's growth and economic strength. In 2007, Canada welcomed close to 476,000 new permanent residents, temporary foreign workers, and international students. As set out in our economic blueprint, *Advantage Canada*, the Government's vision regarding immigration is clear: to support Canada's economic needs by strengthening the labour force. This complements our other immigration pillars of reuniting families and maintaining our humanitarian obligations to protected persons and genuine refugees.

As the Minister responsible for implementing changes to Canada's *Immigration and Refugee Protection Act*, I am pleased to report that on June 18, 2008, Bill C-50 received Royal Assent and became law. This legislation gives us greater flexibility to begin tackling the backlog of immigration applications. It will make the immigration system more effective and responsive to Canada's labour-market needs by bringing in people with the right skills to the right place at the right time. We can now ensure that Canada's Immigration Program is fair and transparent, while protecting the health, safety, and security of Canadians.

Following consultations with the provinces, territories and stakeholders in 2008, we have a clear picture of labour-market pressures across Canada. This knowledge helped to draft Ministerial instructions to identify applications in the federal skilled worker category for priority processing.

CIC expanded provincial nominee programs with nine provinces and one territory in 2007. As nominee program agreements have been renewed, participating jurisdictions are no longer subject to a cap on nominations, giving provinces and territories greater flexibility to nominate individuals they need to meet labour-market and economic-development needs.

CIC also launched a number of important initiatives to support the successful integration of newcomers and to meet our labour-market needs. We have added resources to our settlement programming, making it more flexible and responsive to newcomers' needs, and we have renewed our commitment to support Francophone immigration, settlement, and integration across Canada.

We have improved the immigration and citizenship programs by increasing security, reducing fraud and inefficiency, and addressing outdated provisions in citizenship legislation.

In 2008, the Government expanded the Foreign Credentials Referral Office to help immigrants navigate provincial and territorial credential systems for information on employment and the Canadian labour market. Since its launch in May of 2007, the Foreign Credentials Referral Office web site has had over 600,000 visits, the majority from people overseas. The toll-free telephone and in-person services delivered through 320 Service Canada centres across the country have received more than 25,000 calls and visitors. In addition, nearly 5,000 skilled workers have registered for in-person foreign credential and labour-market orientation sessions in the Philippines, China and India.

Following the announcement that Canada had lifted visa requirements for travelers in six European countries, the Government signed a Youth Mobility Agreement earlier this year that will allow youth from Canada and Poland to travel and work in the other country for up to one year.

We also launched an e-Application system for Off-campus Work Permits for international students. We are developing the Canadian Experience Class to allow international students with Canadian credentials and work experience, along with temporary foreign workers in professional skilled trades and technical occupations with proven Canadian job experience, to apply for permanent residency without leaving Canada.

In 2007, we celebrated the 60th anniversary of Canadian citizenship, welcoming more than 183,000 new Canadians, and hosting almost 3,000 citizenship ceremonies. In that same year, we passed Bill C-14, allowing Canadians who adopt foreign-born children to apply directly for citizenship without having to apply for permanent resident status first. And in passing Bill C-37, we took action to remedy outdated provisions in existing and previous citizenship legislation to restore citizenship to many people who had lost it. This law will also protect the value of Canadian citizenship for the future.

Finally, we have developed plans for a biometric system for temporary visas and work and study permits, thus increasing the security and integrity of our program and reducing fraud.

These accomplishments would not have been possible without the loyalty and commitment of employees at CIC. I thank them for their hard work and dedication, and look forward to working with them in the years ahead.

The Honourable Jason Kenney, P.C., M.P.
Minister of Citizenship, Immigration and Multiculturalism

Management Representation Statement

I submit, for tabling in Parliament, the *2007–2008 Departmental Performance Report* for Citizenship and Immigration Canada.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007–2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Department's Strategic Outcomes and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Name: _____ Date: _____

Richard B. Fadden
Deputy Minister

Summary Information

Citizenship and Immigration Canada (CIC)[1] selects foreign nationals and temporary residents, assists with immigrant settlement and integration and offers Canada's protection to refugees. CIC also grants Canadian citizenship and promotes the rights and responsibilities inherent in citizenship. The Department develops Canada's admissibility policy, sets the conditions to enter and remain in Canada, and conducts screening of foreign nationals and temporary residents to protect the health, safety and security of Canadians. In doing so, CIC, in collaboration with its partners, fulfils its role in identifying applicants who could pose risks to Canada for reasons including health, security, criminality, organized crime, and violation of human and international rights.

The Department was created through legislation in 1994 to link immigration services with citizenship registration. The Department promotes the unique ideals all Canadians share and helps to build a stronger Canada by taking a broad and integrated approach to the development of programs that help immigrants settle in Canada, together with policies, programs and legislation that encourage and facilitate their ultimate acquisition of Canadian citizenship. CIC's broad mandate is derived from the *Department of Citizenship and Immigration Act*. More specifically, the Minister of Citizenship and Immigration is responsible for the *Citizenship Act* of 1977 and portions of the *Immigration and Refugee Protection Act* (IRPA), which was enacted following a major legislative reform in 2002. Immigration is also an area of shared jurisdiction with the provinces under section 95 of the *Constitution Act, 1867*.

The ministers of both Citizenship and Immigration and Public Safety Canada are responsible for administering IRPA. CIC and the Canada Border Services Agency (CBSA)[2] support their respective ministers in the administration and enforcement of IRPA. The organizations work collaboratively to achieve and balance the facilitation and enforcement objectives of the Immigration Program.

CIC has 46 in–Canada points of service and 90 points of service in 76 countries.

CIC's Vision

An approach to immigration that:

- **Responds to the needs of communities in all parts of the country by creating opportunities for individuals to come to Canada to make an economic, social, cultural and civic contribution while also realizing their full potential, with a view to becoming citizens; and**
- **Supports global humanitarian efforts to assist those in need of protection.**

CIC's Mission

CIC, with its partners, will build a stronger Canada by:

- **Developing and implementing policies, programs and services that:**
  - **Facilitate the arrival of persons and their integration to Canada in a way that maximizes their contribution to the country while protecting the health, safety and security of Canadians;**
  - **Maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection; and**
  - **Enhance the values and promote the rights and responsibilities of Canadian citizenship.**
- **Advancing global migration policies in a way that supports Canada's immigration and humanitarian objectives.**

[1] For more information on CIC's programs, see **www.cic.gc.ca.**

[2] For more information on the CBSA, see **www.cbsa-asfc.gc.ca.**

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$1,187.8
Total Authorities	$1,235.8
Actual Spending	**$1,119.5**

Explanation of resources used: Total authorities included planned spending of $1,187.8 million plus $48.0 million provided through Supplementary Estimates and additional statutory requirements—including employee benefit plans—for a total of $1,235.8 million.

Actual expenditures were lower than total authorities by $116.3 million, including $106.2 million in grants and contributions. This is mostly attributable to the Canada–Ontario Immigration Agreement and other settlement programs. The balance of the reduced requirements ($10.1 million) was mainly due to general operating lapses.

Departmental Priorities

The following three priorities, first committed to in 2006–2007, continued to be the primary focus of the Department's management agenda for 2007–2008. These priorities supported the achievement of all six of CIC's program activities. The priorities and their performance status are described in more detail in the section entitled "Departmental Priorities."

Name	Type	Performance Status
1. Implementing an integrated policy framework	Ongoing	Successfully met
2. Improving client service	Ongoing	Successfully met
3. Building the workforce of the future	Previously committed	Successfully met

CIC's Program Activity Architecture

CIC's three strategic outcomes describe the long-term results that the Department's programs are designed to achieve. The Department's Program Activity Architecture[1] (PAA) is a reporting framework that provides an inventory of departmental programs and activities and describes their linkages to the three strategic outcomes. The PAA also provides an enduring foundation for financial and performance reporting to Parliament.

Strategic Outcomes	Program Activities	Program Sub-Activities
1. Maximum contribution to Canada's economic, social and cultural development from migration	1. Immigration Program	1.1 Policy and program development 1.2 Selection and processing
	2. Temporary Resident Program	2.1 Policy and program development 2.2 Selection and processing
2. Reflection of Canadian values and interests in the management of international migration, including refugee protection	3. Canada's role in international migration and protection	3.1 International migration policy 3.2 Support to international organizations
	4. Refugee Program	4.1 Policy and program development 4.2 Selection and processing of protected persons (resettled/asylum) 4.3 Interim Federal Health Program
3. Successful integration of newcomers and promotion of Canadian citizenship	5. Integration Program	5.1 Settlement/resettlement policy and program development 5.2 Newcomer settlement support
	6. Citizenship Program	6.1 Policy and program development 6.2 Citizenship processing 6.3 Citizenship promotion

[1] **NOTE:** CIC's PAA was modified in 2007–2008 for implementation in 2008–2009.

Performance Status Based on CIC's Program Activity Architecture

Specific details regarding results, performance status and spending for each program activity can be found in Section II: Analysis of Program Activities by Strategic Outcome.

			2007–2008 (in $ Millions)	
Program Activity	Expected Result *Indicator* *	Performance Status	Planned Spending	Actual Spending
Strategic Outcome 1:	**Maximum contribution to Canada's economic, social and cultural development from migration**			
1. Immigration Program	Contribution, through the Immigration Program, to Canada's economic, social and cultural development * *Achievement of Immigration Plan*	99 % met	184.0	208.6
2. Temporary Resident Program	Contribution, through the Temporary Resident Program, to Canada's economic, social and cultural development * *Number of temporary residents (processed on demand)*	Exceeded expectations	59.8	73.4
Strategic Outcome 2:	**Reflection of Canadian values and interests in the management of international migration, including refugee protection**			
3. Canada's role in international migration and protection	Canada influences the international agenda on migration and protection * *Influence on international migration and protection policies*	Successfully met	4.0	1.6
4. Refugee Program	Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection * *Achievement of protected persons levels in the Immigration Plan*	Successfully met	97.5	94.8
Strategic Outcome 3:	**Successful integration of newcomers and promotion of Canadian citizenship**			
5. Integration Program	Successful integration of newcomers into Canadian society within a reasonable time frame; newcomers contribute to the economic, social and cultural development needs of Canada * *Labour market integration*	Successfully met	783.2	667.9
6. Citizenship Program	Accordance of full participation in Canadian society to eligible permanent residents; contribution to Canada's economic, social and cultural development * *Attitudes towards Canadian citizenship*	Successfully met	59.3	73.2

CIC's Operating Context

Immigration has been pivotal in building Canada as a nation as well as a driving force behind the economic prosperity that Canadians enjoy today. Immigrants from all walks of life have nourished Canada's social, cultural and economic development from the early stages of its history—settling lands as pioneers, working in factories to feed its industrial growth, and contributing innovative ideas that make Canada competitive in the global, knowledge-based economy. Today, immigrants continue to contribute to Canada's nation building and economic well-being.

Canada has one of the highest per capita rates of permanent immigration in the world—roughly 0.8 percent in recent years—and has welcomed 3.5 million immigrants in the last 15 years. In 2006, about 20 percent of Canada's population was foreign-born.[4] This sustained flow of immigration has given rise to an evolving ethno-cultural landscape that is dramatically different from that of a century ago, or even 30 years ago. Once defined by immigrants of British or French origin, Canada is now made up of a myriad of ethno-cultural communities that enhance our country's competitive edge in the global economy and its reputation as a leader on the world stage.

As one of the world's major immigrant-receiving countries, Canada is a leader in granting newcomers the full range of rights and responsibilities that come with citizenship. In 2006, about 85 percent of permanent residents who were eligible for Canadian citizenship had acquired that status.[5] Obtaining citizenship is a key step in the integration process for newcomers because it means that they can participate fully in Canadian life.

An ever-changing world continues to bring with it new issues for Canada's immigration, citizenship and refugee programs. In particular, many newcomers are finding it more difficult than in the past to use their skills and contribute to Canada's economic prosperity. However, through effective, innovative settlement services and by promoting and facilitating the acquisition of citizenship, among other things, CIC seeks to ensure a solid foundation for integrating newcomers into Canadian society.

Canada is strongly committed to reuniting immigrants with their families, but many immigrants are still separated from their loved ones for many years. Despite a longstanding humanitarian tradition to protect the vulnerable, the process of granting that protection still takes a long time and can be fraught with difficulties. While we stand proud as a nation of immigrants that continues to welcome newcomers warmly, there is some concern about preserving what binds us together.

In order to ensure that immigrants succeed in Canada, our policies, programs and operations must work well together. For most newcomers, CIC is the first point of contact in their immigration journey to Canada. Given its responsibility for selecting immigrants and refugees, CIC plays a major role in determining the inflow of newcomers within the framework set by IRPA. The Department is also a crucial actor in making initial investments in the future of newcomers by providing assistance and support during the settlement years, and granting citizenship to eligible permanent residents.

The challenge of successfully settling and integrating newcomers is an undertaking that requires collaboration across jurisdictions, as well as the coordination of policies and programs within the federal government. CIC carries out its work on immigration, citizenship and integration issues in close collaboration with a number of partners: other government departments (OGDs); provincial, territorial and municipal governments; non-governmental organizations (NGOs); employers; and other stakeholders.[6]

[4] For more information, see the *2006 Census of Canada at* **www12.statcan.ca/english/census/index.cfm**.
[5] For more information, see the *2006 Census of Canada at* **www12.statcan.ca/english/census/index.cfm**.
[6] For more information, see the Critical Partnerships section of this report.

With its mandate specifically focused on Canada's newcomer population, CIC has a unique vantage point to provide leadership within the Government of Canada and beyond, so that Canada continues to be successful as a nation of immigrants.

Today's Challenges

A key challenge for CIC is to work towards attaining the many immigration goals set out in IRPA and to do so in an evolving global context. As we work to manage the movement of people in this changing global environment, Canada has much to learn from, and contribute to, other countries so that the benefits of immigration continue to be felt by nations, communities and individuals.

In maintaining Canada's economic prosperity, CIC seeks to address pressing labour market and employer needs for workers in the short term, while helping to maintain an adaptable and competitive labour force over the long term. The world has a limited pool of highly skilled mobile labour, and Canada is in competition with other industrialized countries for qualified workers. At the same time, certain sectors, industries and regions of the country are generating a high demand for low-skilled workers. As Canada seeks to address its short-term labour market needs through temporary foreign workers, we are considering the implications of a possible shift in emphasis from newcomers who are adaptable in a changing labour market to those who can fill pressing labour market needs.

Efforts to meet economic needs go hand in hand with the goal of building Canada as a nation and integrating newcomers into the social and cultural life of the country. The uneven geographical pattern of settlement can pose challenges to integration. The disproportionate number of newcomers in large urban areas—particularly Montréal, Toronto and Vancouver—exerts pressure on the capacity of these cities to support the economic and social integration of immigrants. It also means that a considerable number of communities across the country have fewer opportunities to welcome newcomers and to benefit from immigration. For these and other reasons, CIC is also committed to supporting and assisting the development of minority official language communities in Canada.

As Canada seeks to attract and welcome permanent and temporary residents, CIC, in partnership with other federal departments, has a critical role to play in protecting the health, safety and security of Canadians. Globalization of markets and ease of travel increase risks ranging from epidemics such as SARS and influenza, to the spread of infectious diseases such as tuberculosis, to chronic conditions that can affect the overall health of Canadians. Border security, thwarting acts of terrorism, and tackling transnational organized crime and human trafficking are also significant concerns in the international and domestic environment in which CIC operates and are essential considerations in the design and implementation of CIC's policies and programs.

Another significant challenge concerns the increasing stress on the immigration system and its consequences for meeting the goals of IRPA. One source of pressure on the immigration system comes from the high number of immigrants in all categories who seek to come to Canada relative to the levels established by the Government of Canada. The overall number of persons waiting for a decision on their case has now been pushed beyond 925,000, which has resulted in lengthy waiting times for prospective immigrants, particularly federal skilled worker applicants.

Another point of pressure is the growing volume of visitors, students and workers who need to arrive in Canada in a timely manner, particularly applicants under the Temporary Foreign Worker Program. In 2007, the number of temporary resident visas (TRVs) issued to visitors reached over 776,000, an increase of 5.6 percent over the number in 2005 and an increase of 14.9 percent over figures in 2004. There has been a steady increase in the number of work permits issued, with a jump of 19 percent from 2006 to 2007.

In addition, CIC needs to find ways to produce faster results and greater finality of decisions on refugee claims made in Canada and referred to the Immigration

and Refugee Board (IRB). With refugees numbering over 11 million worldwide, Canada seeks to find durable solutions for those who are most in need of protection, while ensuring that our protection system is fair, efficient and consistent.

Given this challenging environment, CIC is taking an increasingly horizontal approach to policy development, program design and service delivery that will attract, retain and integrate immigrants, provide refugee protection, and ensure that our citizenship policies and programs continue to reflect and promote Canadian values.

Departmental Priorities

Priority 1: Implementing an Integrated Policy Framework

While Canada's citizenship and immigration system provides a strong foundation, action is needed to ensure that it is well positioned to meet new challenges. CIC is working to ensure that policies are integrated across its entire mandate and that the delivery of programs and services to clients is improved. An integrated approach to addressing challenges that cuts across permanent and temporary migration, integration, refugee and citizenship programs is crucial to achieving results.

In 2006–2007, CIC made a commitment to implement an integrated policy framework. Putting this commitment into practice has meant the coordination of policies across departmental program activities. In the last year, the Department developed innovative approaches to advancing policy integration by:

- Building on *Advantage Canada*[7] priorities, the Government of Canada, in Budget 2008, committed $109 million over five years to modernize Canada's immigration system to better respond to evolving labour market needs and support its immigration objectives;
- Consulting on and developing the selection criteria for the projected Canadian Experience Class (CEC), which will facilitate the transition to permanent residence for those people who have the experience needed to adapt quickly to the Canadian labour market and society;
- Responding to economic and community-building needs at the local level across the country, while ensuring that newcomers have access to opportunities and services that would enhance their potential for success through expanding programs such as the Provincial Nominee Program (PNP);
- Recognizing Canadians' concern for border integrity and security, the Government of Canada announced funding in Budget 2008 to introduce the use of biometrics data in the visa-issuing process ($26 million over two years). The introduction of fingerprint and live photo technology—in order to assist in the verification of identity and travel documents of foreign nationals—will help prevent identity fraud and enhance the security of the Immigration Program;
- Building capacity to better understand the interdependence of citizenship issues across CIC and the Government as a whole, then translating them into concrete policies;
- Conducting ongoing analysis to identify interconnections between economic and social objectives, including the multifaceted contribution of Family Class entrants to Canada; and
- Continuing the implementation of the *Strategic Plan to Foster Immigration to Francophone Minority Communities*.

In addition, CIC has created or maintained mechanisms that foster effective partnerships outside the Department and better coordination within the Department. At the management level, the CIC Policy Committee has been instrumental in strengthening policy dialogue within and across departmental sectors, providing guidance on identifying policy outcomes, and

[7] For more information, see **www.fin.gc.ca/ec2006/plan/pltoce.html**.

evaluating realistic policy options and risk mitigation strategies. Through the Department's planning process, a task team has reviewed the range of issues that warrant a horizontal approach to developing future policy directions. The Strategic Policy Branch plays a key role in supporting these horizontal mechanisms and processes, as well as guiding and coordinating crosscutting policy work within the Department. Through partnerships with other government departments, provinces, territories, international organizations and other external stakeholders, CIC pursues collaboration and dialogue to foster a broad-based understanding of the challenges and policy responses with respect to immigration, citizenship, refugee protection and security.

In the context of an increasingly complex global economy and changing migration patterns, horizontal approaches at multiple levels have become more important than ever. Just as important are effective mechanisms that ensure all CIC programs and policies work together to fulfil Canada's objectives on immigration, refugee protection and citizenship. These efforts go a long way towards building Canada's economy, sustaining strong communities and supporting Canada's role in protecting those most in need.

Priority 2: Improving Client Service

In 2006, CIC adopted a three-year framework to modernize client service. It has achieved significant progress on a number of key fronts to better address client needs and provide enhanced accessibility worldwide. The work has focused on developing the fundamental infrastructure required for modernizing client service, notably in the areas of online services, new service standards and process streamlining. Specific achievements in 2007–2008 are described as follows.

Introducing E-application

The Department completed plans to introduce an electronic service (e-service), to be implemented on a pilot basis in the first quarter of 2008–2009, that will permit international students to apply electronically for Off-campus Work Permits. By means of an online student application, applicants will be able to attach supporting documents and pay online. With complete information provided at the outset, approval times can be improved. The next e-service to be deployed in 2008–2009 is Study Permits for in-Canada clients.

This first e-service is supported by the complementary introduction of the MyCIC and Partner Portals and gives applicants and partners a secure personalized environment in which to conduct business with CIC (i.e., send an application, check the status of their file, communicate messages). This new suite of tools includes a new Electronic Notification System (ENS) which allows CIC to exchange information online with participating educational institutions that must validate the student's application. In the future, an ENS will also be developed to exchange information in a secure manner with other partners such as provincial governments.

Over the next few years, CIC, together with its delivery partners, is moving towards implementing e-services and electronic processing for the full range of immigration and citizenship services.

Redesigning CIC's Website for Clients

As one of the federal government's most visited websites (almost 38 million visits in 2007–2008), CIC saw a 33 percent increase in monthly traffic to its site, from 3 million visits in March 2007 to 4 million visits in March 2008. In 2006–2007, the CIC website's priority content was renewed, rewritten and reorganized so that users can get the information they need more quickly. During 2007–2008, further improvements to information and access were launched. Future enhancements will continue to be delivered based on efficiencies, user needs and website metrics.

Modernizing CIC Client Service

The Department developed a Client Service Declaration and a three-year strategy for introducing new service standards. This work has been based on client focus group testing in Canada and overseas. An online surveying strategy and questionnaire have been developed to seek feedback from applicants, and will be implemented in 2008–2009. As part of its move to

e-applications and e-services, the Department has significantly advanced its planning for the future CIC service delivery model so that it can achieve the benefits of operating in an electronic, paperless environment. Additionally, work has progressed on developing a human resources and change-management strategy.

Simplifying Client Service Processes

To streamline client services, CIC undertook a review of its process for granting citizenship. A pilot, consisting of upfront citizenship testing and file verification, was conducted for a representative sample of client applications. The broader implementation involving all client files will be determined in 2008–2009 based on the results of the pilot. CIC is continuing to seek faster, more efficient processing with fewer delays.

The Department also launched a project to modernize its approach to operational manuals (in particular) and to knowledge management (generally). The work included an examination of leading-edge strategies, practices and tools adopted in the public and private sectors. The result is an integrated strategy for developing and disseminating information to clients as well as more consistent operational guidance to staff.

Priority 3: Building the Workforce of the Future

CIC's Human Resources Strategy 2007–2010, identifies two main goals for CIC's workforce renewal agenda: build and sustain a highly competent and innovative workforce; and sustain an inclusive workplace and a productive organization. Through solid human resources planning, CIC has been designing ongoing, sustainable strategies to build a diverse workforce that meets Canadians' expectations and helps the Department achieve its strategic outcomes. The strategies address the Department's needs regarding engagement, recruitment, retention, learning and development, diversity and succession planning. These strategies will also respond to demographic shifts in CIC's workforce, while fostering a learning culture that will make CIC an attractive employer for people who have or wish to develop the competencies needed for the future.

More specifically, in 2007–2008, CIC made significant progress towards achieving its commitments in the following areas:

- An integrated Performance Management and Succession Planning Program and an updated Learning Program were implemented for CIC's executive (EX) population. For example, EXs were biannually reviewed and assessed on their results achieved for ongoing and key commitments, and for key leadership competencies such as people management. Work is underway to implement a succession plan and learning program for those managers below the executive level in order to develop strong leadership capacity into the future.
- The Department successfully participated in several government-wide recruitment and development programs (e.g., the Accelerated Executive Development Program, Career Assignment Program, and Management Trainee Program) as part of its workforce renewal agenda. On-campus recruiting was a priority and CIC visited universities across Canada. Participating in these programs will strengthen CIC's status as an attractive employer and build leadership capability.
- Throughout the year, CIC made significant progress in increasing its bilingual capacity by increasing the opportunities for employees to develop their language skills and use the language of their choice. A rigorous official languages policy was also implemented. The departmental policy is carried out through continuous learning and several supportive programs such as online and telephone language coaching in Canada and at missions abroad, and the reimbursement of tuition for language training that takes place after working hours. A Language Buddy pilot program was also launched for employees wishing to improve their second-language skills.
- The Department developed a new Competency-Based Management Framework that will ensure the knowledge, skills and abilities necessary to meet its future challenges are identified. The current and future competencies of CIC employees are key to ensuring the Department is successful in delivering

on its evolving mandate and building the future of the organization. Over the past year, the Department developed a variety of staffing, learning and development tools, including a competencies dictionary, a competency self-assessment questionnaire with an interpretation and rating guide, competency profiles for specific positions and a resource guide for competency development.

- Implementation of the Employment Equity and Diversity Program is well underway with the completion of an action plan and communications strategy to guide the development and launch of a new self-identification demographic survey. A new diversity training program has also been developed to enhance competencies. The Department will continue to use targeted staffing as a means of recruiting designated group members and ensuring a diverse workforce that reflects Canadian society.

Management Priorities

As part of its commitment to management excellence, the Department continued its efforts to further refine and develop management controls using the Management Accountability Framework (MAF)[8] as the main framework for improvements. Opportunities for improvements in management practices are included in the Department's integrated business plan. Key recommendations from the 2007 MAF assessment have been translated into CIC's management priorities for 2008-2009. The Treasury Board Secretariat (TBS) has noted significant progress in many areas of management, and rated the Department as strong in its values and ethics, financial management and controls, and in the extent to which the workplace is fair, enabling, healthy and safe. In fact, CIC has achieved its best MAF score to date, having improved in eight of the 20 assessed areas of management.

In 2007-2008, the Department continued to take concrete steps toward implementing the new Internal Audit Policy requirements. Value-added, independent and objective assurance and advisory services were provided through audits and reviews of systems and practices as they relate to governance, risk management and internal controls. Throughout the year, the Department ensured that audit recommendations were implemented efficiently and effectively. Two members outside the public service joined the Departmental Audit Committee, chaired by the Deputy Minister.

Continue to Improve the Evaluation Function

In 2007-2008, CIC continued to strengthen the evaluation function and augment resources to support its evaluation commitments. The departmental Evaluation Committee, chaired by the Deputy Minister, met regularly during the year to review and approve the results of completed studies and associated management responses. During the last fiscal year, CIC developed a systematic mechanism to track management responses to evaluation findings, as well as guidelines for monitoring the implementation of Results-Based Management and Accountability Frameworks (RMAFs).

Major evaluations of significant CIC programs were completed in 2007-2008, including the Pre-Removal Risk Assessment and Enhanced Language Training programs. Several other comprehensive projects are underway and at various stages of completion. In addition, considerable support was provided to various branches in the development of RMAFs and performance measurement.

Continue to Integrate Planning Functions

This past year marks the first time that CIC has developed an Integrated Corporate Plan. By aligning business goals and human resources requirements, the development of the plan responds to a key priority of the Clerk of the Privy Council regarding the renewal of the Public Service. An integrated plan ensures that human resources strategies in areas such as career development and classification are tailored to meet the Department's needs, and help promote initiatives to

[8] For more information on the MAF, see **www.tbs-sct.gc.ca/maf-crg/index_e.asp**.

attract and retain an engaged, sustainable, competent and diverse workforce. The plan, built around the Department's program activities, outlines its mission and strategic priorities as well as its goals in an increasingly complex environment. The planning process, which was informed by the Corporate Risk Profile approved in April 2007, incorporated risk identification and mitigation planning at all levels. To support improved decision making, key milestones of the plan (business, human resources and financial) will be monitored by the Department's Management Accountability Committee so that plans and operations can be adjusted and resources re-allocated quickly to meet priority program objectives.

Strengthen the Reporting of Results on Performance

CIC developed a three-year strategy for introducing new service standards and has consulted applicants and stakeholders on the adoption of a service declaration. It has also improved the organization of information on its website, making it easier to access. CIC has laid the foundation for an online survey strategy that will include a feedback mechanism.

In 2007, CIC amended its PAA and significantly improved its Performance Measurement Framework, which incorporates the measurement of results in all departmental business lines at all levels. Systematic collection and monitoring of the resulting performance information will begin in 2008–2009. According to the TBS 2008 MAF Assessment, the Department has established strong links between performance and plans, and used clear financial tables to demonstrate what it spent and achieved under each program activity in its performance reporting.

Pursue the Development and Implementation of the Global Case Management System

In response to its commitments and TBS observations in the assessment of the Global Case Management System (GCMS), CIC undertook a comprehensive analysis of the status of the GCMS project to ensure it was developing the organizational capacity and plans required to be successful. A number of factors such as business objectives, costs, time frame, viability, risk, quality and sustainability of the project were considered to define the optimal path forward. It was determined that the scope of the project needed to be reduced and to focus on delivering key business imperatives for the project. For additional information on the project, refer to the section of this report entitled "Other Programs and Services" and to the table regarding major Crown projects at http://www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Address Workforce Challenges

CIC now has fully integrated plans, programs and systems in place to renew its workforce. The TBS 2008 MAF Assessment commended CIC for "performance above expectations with respect to official languages, learning plans and learning programs." CIC, with 94.5 percent of employees in bilingual posts meeting the language requirements of the position, is also ensuring its workforce complies with Canada's official languages legislation. In addition, over 90 percent of employees have learning plans. The Department has focused on increasing the representation of the four designated groups, and on promoting diversity. More information on the Department's progress in this area can be found in the "Building the Workforce of the Future" section of this report.

Critical Partnerships

Provincial and Territorial Partners

Since immigration is a joint responsibility under the Constitution, effective collaboration between the Government of Canada and the provinces is essential to the successful management of the Immigration Program. In 2007–2008, CIC continued to develop strong partnerships with the provinces and territories.

CIC's relationship with individual provinces and territories is guided by formal agreements that outline how the two orders of government work together. There are currently comprehensive immigration framework agreements with nine jurisdictions. In 2007–2008, two first-ever agreements with Alberta and Nova Scotia as

well as a renewed agreement with the Yukon, were signed.[9] Agreements that establish a PNP are also in place with 10 jurisdictions. The PNP gives provinces and territories the authority to nominate individuals as permanent residents in order to address specific labour market, economic and social development needs. In addition, CIC worked with interested jurisdictions on arrangements for temporary foreign workers to ensure that the specific economic and demographic needs of each jurisdiction are met.

Following through on commitments made under the Canada-Ontario Immigration Agreement (COIA), CIC and Ontario's Ministry of Citizenship and Immigration continued to collaborate with the City of Toronto on immigration matters through the implementation of the trilateral Memorandum of Understanding on Immigration and Settlement, which was signed in 2006. CIC and the Province of Ontario also continued to work with the Association of Municipalities of Ontario to increase the involvement of other municipal governments in the attraction, retention, settlement and integration of immigrants, particularly in smaller centres as well as rural, northern, and official language minority communities throughout the province.

The Canada–Quebec Accord is the most comprehensive bilateral agreement on immigration in that it gives Quebec full responsibility for selecting its immigrants (with the exception of members of the Family Class and refugees whose status is determined in Canada) and for providing settlement and integration services to newcomers, as well as the authority to set its own annual immigration targets. CIC worked closely with Quebec to manage and coordinate this immigration partnership.

CIC also continued to strengthen its partnerships with the provinces and territories through regular multilateral and bilateral interaction at all levels of the Department. In May 2007, federal, provincial and territorial ministers met to discuss immigration levels planning, labour market needs, foreign credential recognition, integration, and settlement funding. Also in May 2007, deputy ministers responsible for immigration discussed settlement services, foreign credential recognition and the Temporary Foreign Worker Program. In January 2008, deputy ministers met in India to better understand the opportunities and challenges for Canada's immigration operations in other countries. Multilateral activities such as these are being used increasingly as a mechanism to engage the provinces and territories, and facilitate discussion of common approaches and concerns regarding immigration issues and the sharing of best practices.

International Partners

Internationally, Canada finds itself increasingly linked to other states and their nationals through migration. As a country with a long and successful experience with migration, Canada is well placed to contribute to international discourse. CIC remains focused on asserting Canada's role in international migration and protection by actively participating in fora and organizations such as the Inter–Governmental Consultations on Asylum, Refugees and Migration Policies, the Four Country Conference, the International Organization for Migration, the G-8 Migration Experts Subgroup and the Regional Conference on Migration (Puebla Process). CIC also helps to set the international refugee protection agenda through regular sessions of the United Nations High Commissioner for Refugees (UNHCR) Executive Committee, Standing Committee, and Working Group on Resettlement. CIC worked with other states to establish a non-binding, states–led Global Forum on Migration and Development, which had its first meeting in Belgium in 2007. CIC represented Canada on migration matters at the Organisation for Economic Co-operation and Development. The Department also worked closely with international health partners via the Intergovernmental Immigration Health Working Group.

[9] For more detailed information on the agreements, see CIC's 2007 *Annual Report to Parliament on Immigration* at **www.cic.gc.ca/english/resources/publications/annual-report2007/section2.asp**. All current agreements can be found at **www.cic.gc.ca/english/department/laws-policy/agreements/index.asp**.

Canada shares important relationships with a number of other countries having an interest in migration, and CIC continued to foster key bilateral and regional ties in 2007–2008. In the North American context, CIC facilitated the movement of workers under the North American Free Trade Agreement and under specific seasonal agricultural worker agreements with Mexico and several Caribbean countries. CIC is also committed to cooperation with the United States to support immigration security and program integrity initiatives, including the Security and Prosperity Partnership.

Other Government of Canada Departments

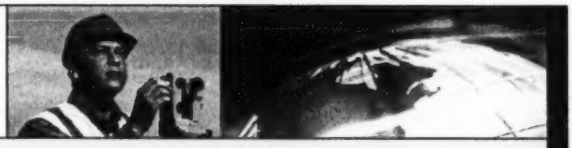
CIC worked closely with the Immigration and Refugee Board[10] on issues relating to the management of the refugee and immigration portfolio. The IRB is an independent administrative tribunal that reports to Parliament through the Minister of Citizenship and Immigration Canada. It adjudicates immigration inadmissibility, detention reviews, appeals and refugee protection claims made within Canada. While the independence of the IRB and its decision makers is always maintained, there is close collaboration with CIC on policy and program issues.

CIC and the CBSA share responsibility for administering IRPA and support each other in carrying out their respective functions. They work closely at the international, national, regional and local levels to ensure effective and efficient program delivery. The CBSA is responsible for managing and running Canada's ports of entry, and CIC provides support to prevent inadmissible persons from reaching Canada and to detect persons who are in Canada but in contravention of IRPA. Work continued on other ongoing projects such as the use of biometrics and other technologies and applications (Permanent Resident Card, GCMS) to strengthen client identification, and document and program integrity. CIC continued to work closely with the CBSA at the senior level to discuss ongoing shared initiatives and priorities, manage the working relationship, and foster an understanding of the two organizations' respective priorities.

In addition to the CBSA, the Canadian Security Intelligence Service (CSIS) and the Royal Canadian Mounted Police (RCMP) are key to managing the business of bringing people to Canada, particularly in terms of security and screening. In Canada and overseas, CIC delivers its programs in collaboration with Foreign Affairs and International Trade (DFAIT), Public Safety Canada and other key organizations involved in managing access to Canada and protecting Canadian society. These organizations include Health Canada and the Public Health Agency of Canada (PHAC), which work with CIC on immigrant health issues. CIC collaborates with Human Resources and Social Development Canada (HRSDC) in managing the Temporary Foreign Worker Program and issues related to the labour market. The Foreign Credentials Referral Office (FCRO), located in CIC, works closely with HRSDC to strengthen the capacity of stakeholders regarding foreign credential recognition. It also works with Service Canada to deliver information, path-finding and referral services to newcomers. CIC works in concert with other government departments, principally Canadian Heritage, DFAIT, Justice Canada and Public Safety, to promote Canadian citizenship and civic practice, and to develop a shared understanding of the rights and responsibilities of citizenship in a context of deepening diversity. CIC works with the Canadian International Development Agency to respond to humanitarian needs and increase international dialogue on migration and development.

In 2007–2008, CIC continued to foster relationships with a wide range of stakeholders including employers, service provider organizations and various interest groups.

[10] For further details, see **www.irb-cisr.gc.ca/en/index_e.htm.**



ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

The following section highlights program activities and the results achieved for each of the Department's three strategic outcomes. It also contains tables showing the Department's planned and actual financial spending for 2007–2008 by program activity. Activities that contribute to more than one outcome or that are department-wide in nature are addressed in the sub-section entitled "Other Programs and Services" at the end of this section.

STRATEGIC OUTCOME 1: MAXIMUM CONTRIBUTION TO CANADA'S ECONOMIC, SOCIAL AND CULTURAL DEVELOPMENT FROM MIGRATION

Introduction

Migration is a driving force for economic and social development. CIC continues to promote Canada as a destination of choice for talent, innovation, investment and opportunity. Canada's immigration policy facilitates the entry into Canada of new permanent and temporary residents who have the ability to contribute to the labour market and economy through their skills, their business experience or the capital they invest. Canada also welcomes Family Class immigrants who are sponsored and supported in their initial integration by close family members. Many people sponsored as members of the Family Class also make a significant economic contribution to Canada. At the same time, the success of these programs requires a balance between welcoming newcomers and protecting the health, safety and security of Canadians.

In 2007–2008, CIC worked with its partners to help increase the contribution of the economic immigration stream to Canada's economic prosperity and competitiveness while also taking into account the social and cultural objectives of IRPA. Building on *Advantage Canada* priorities, the Government of Canada, in its budget released in February 2008, committed $109 million over five years to modernize Canada's immigration system. This modernization initiative focuses on an immigration system that reduces wait times, better responds to evolving labour market needs, and supports the Government of Canada's immigration objectives. Central to achieving these objectives were amendments to IRPA introduced in March 2008 and enacted on June 18, 2008, which removed the obligation to process all applications received to a decision and provided the Minister of Citizenship and Immigration with the authority to issue instructions establishing priorities for the processing of certain categories of applications.

CIC also advanced work on the development of a new immigration stream, the Canadian Experience Class, intended to facilitate the transition from temporary to permanent residence for skilled temporary foreign workers in the Canadian workforce and foreign students who have earned Canadian educational credentials and have the required work experience. The CEC will enhance labour market responsiveness by facilitating the retention of temporary workers and students with in-demand skills. Temporary foreign workers will continue to support the objective of building Canada's economy by contributing to labour force growth and providing the

talent needed by employers and communities. The rising demand for skilled workers is leading to intense international competition. The unmet demand in some areas for employees with lower skill levels is also affecting the ability of Canadian employers to contribute to the economy. Temporary immigration is one means of providing the Canadian economy with people who have the necessary skills, and an effective and attractive temporary immigration system is a competitive advantage in this context. Building on progress in 2007–2008, CIC will continue to explore and implement improvements to the Temporary Foreign Worker Program to better respond to employers' needs for temporary workers and to ensure that employers meet the requirements of the program.

As part of its ongoing review of visa requirements for new member states of the European Union (EU) and its commitment to the free and secure movement of people between the EU and Canada, CIC lifted temporary resident visa requirements for citizens of the Czech Republic and Latvia to visit Canada in October 2007. These measures were followed in March 2008 with the lifting of visa requirements for citizens of Poland, Slovakia, Lithuania and Hungary.

CIC continued to reunite families by expeditiously processing applications from sponsored spouses, partners and dependent children at all of its locations. CIC also continued its commitment to protect victims of human trafficking by helping victims secure their immigration status with Temporary Resident Permits (TRPs). CIC continues to be an active partner in interdepartmental efforts to combat human trafficking, including promoting awareness of this crime and protecting foreign victims.

In order to ensure that the benefits of a more responsive immigration system are not undermined, CIC continued to fulfil its role of identifying applicants for permanent or temporary status who could pose security, safety or health risks to Canadians. To be successful, CIC employed its own extensive expertise to detect and deter fraud and supplemented it with effective partnerships with other departments such as the CBSA, CSIS, the RCMP and Health Canada. CIC continued to work with the provinces and territories, and federal and international partners for the management of foreign health risks. The Department also engaged its partners in a broader consultation on strategic and immigration health policy issues, including tuberculosis risk mitigation, vaccine-preventable diseases, and conditions causing excessive demand on the health system.

Program Activity 1 – Immigration Program

DESCRIPTION

Design, develop and implement policies and programs to facilitate the entry of permanent residents in a way which maximizes their economic, social and cultural contribution to Canada while protecting the health, safety and security of Canadians

EXPECTED RESULTS

Contribution, through the Immigration Program, to Canada's economic, social and cultural development

***Indicator:** Achievement of the Immigration Plan*

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$184.0
Total Authorities	$212.4
Actual Spending	**$208.6**

Explanation of resources used: Total authorities increased by $28.4 million over planned spending, primarily due to additional funding through Supplementary Estimates and due to additional statutory requirements related to refunds of previous years' revenues for the Right of Permanent Residence Fee.

Actual expenditures were lower than total authorities by $3.8 million as a result of general operating lapses.

Canada has been very successful in attracting highly educated and qualified immigrants. According to Statistics Canada,[11] very recent immigrants who landed

[11] Source: Labour Force Survey at **www40.statcan.ca/l01/cst01/other/lfs/lfsintro.htm.**

less than five years ago were more than twice as likely as people born in Canada to have a university degree.

Finding employment remains one of the key settlement challenges faced by new immigrants to Canada. Labour market outcomes vary by category of admission, place of residence, industry and occupation as well as time since arrival. However, other factors such as language and communication skills, recognition of foreign credentials and acceptance of foreign experience by employers are also increasingly important factors as newcomers look for work commensurate with their skills. CIC will continue to support newcomers as they settle and integrate into Canada so that they can achieve economic and social success. With this in mind, amendments to IRPA will create greater flexibility to meet immediate labour market demands, and improve labour market matching and the outcomes of newcomers over time.

As part of the selection process, CIC continued to screen applicants for medical conditions that are likely to be a danger to public health or public safety, or expected to cause excessive demand on health and social services. During 2007–2008, CIC conducted approximately 500,000 immigration medical examinations (IMEs). These resulted in revealing 12,147 cases requiring medical surveillance upon arrival to Canada, and 1,065 applicants being refused entry because of health reasons.

The Fraud Deterrence and Verifications Division was created in 2008 specifically to strengthen and coordinate CIC's efforts to deter fraud and ensure program integrity in Canada and around the world across all business lines. New anti-fraud training has been delivered, new publications are circulated to staff to share information and promote best practices and new approaches to data collection and analysis on program abuse are being deployed. The division also oversees and conducts quality assurance audits of both inland immigration and citizenship programs, carries out extensive liaison with domestic and international partners, and plays an active role in administering the Permanent Resident (PR) Card program.

Achievement of Immigration Levels

Each year, under section 94 of IRPA, the Minister of Citizenship and Immigration is required to table before Parliament an annual immigration plan outlining the total number of immigrants Canada aims to receive in the subsequent year. The target range for 2007 was 240,000 to 265,000 and, at the end of that year, a total of 236,758 permanent residents had been admitted to Canada.

It is important to note that CIC controls all but one of the steps that lead to temporary or permanent admission to Canada: namely, the decision of successful applicants and their families to travel to Canada. For a number of reasons, not every visa issued results in a person arriving. In an average year, about two (2) percent of visas are not used. CIC processed applications for permanent residence from approximately 360,000 individuals to a final decision both overseas and in Canada and issued 251,000 visas in 2007. However, only 236,758 were used by December 31. Notwithstanding factors outside CIC's control, once admissions by temporary foreign workers and foreign students are taken into consideration, Canada has in fact received more newcomers in 2007 than ever before.

Funding from Budget 2008 and key legislative tools will help the Department boost overall capacity to process more applications and , in turn, enable it to meet annual target levels, reduce the current backlog, and manage the inventory today and into the future.

New Permanent Residents in 2007, by Immigration Category

(Compared to the Immigration Plan)[12]

Immigrant Category	Plan 2007 Target Ranges	Admitted	
		Number	Percent
ECONOMIC CLASS			
Skilled workers	116,000 – 128,000	97,857	41.33
Business immigrants	9,000 – 11,000	10,179	4.30
Live-in caregivers	3,000 – 5,000	6,117	2.58
Provincial/territorial nominees	13,000 – 14,000	17,095	7.22
Total Economic Class (incl. dependants)	**141,000 – 158,000**	**131,248**	**55.44**
FAMILY CLASS			
Spouses, partners, children and others	49,000 – 50,000	50,416	21.29
Parents and grandparents	18,000 – 19,000	15,814	6.68
Total Family Class	**67,000 – 69,000**	**66,230**	**27.97**
PROTECTED PERSONS			
Government-assisted refugees	7,300 – 7,500	7,574	3.20
Privately sponsored refugees	3,000 – 4,500	3,588	1.52
Inland protected persons	10,600 – 12,000	11,700	4.94
Dependants abroad	5,000 – 6,800	5,094	2.15
Total Protected Persons	**25,900 – 30,800**	**27,956**	**11.81**
OTHER			
Humanitarian and compassionate grounds[13]/Public policy	6,000 – 7,000	11,201	4.73
Permit holders	100 – 200	122	0.05
Total Other	**6,100 – 7,200**	**11,323**	**4.78**
Category not stated		1	0.00
TOTAL	**240,000 – 265,000**	**236,758**	**100.00**

Policy and Program Development

Policy and development work to establish an improved planning framework for setting immigration levels was a key priority in 2007–2008. At a meeting held in June 2006, the federal, provincial and territorial ministers responsible for immigration endorsed a joint consultation process. CIC subsequently undertook country-wide joint consultations with provinces, territories and stakeholders. The results of these consultations informed the 2008 Immigration Levels Plan, which was tabled in Parliament on October 31, 2007.[14]

The central policy achievement in the 2007–2008 fiscal year was the Government of Canada's plan, announced in Budget 2008, to achieve an immigration system that is more responsive to labour market needs, prevents the backlog of some 925,000 people from growing, and commits to significant backlog reduction over the coming years. At the centre of the plan are the amendments to IRPA that were tabled in March 2008 as part of the *Budget Implementation Act 2008* (Bill C-50), which received Royal Assent on June 18, 2008. These amendments include the ability to establish priorities

[12] Source: Citizenship and Immigration Canada, *Facts & Figures 2007* (**www.cic.gc.ca/english/resources/statistics/menu-fact.asp**).

[13] Admissions under the humanitarian and compassionate provision have been fairly consistent over the past few years; the increase in admissions in 2007 is a reflection of the 5,060 foreign nationals who were granted permanent resident status under the Public Policy for the Spouse or Common-law Partner in Canada Class, which also falls under section 25 of IRPA.

[14] For more information, see **www.cic.gc.ca/english/resources/publications/annual-report2007/index.asp**.

[15] Additional information on these changes can be found at **www.cic.gc.ca/english/department/laws-policy/irpa.asp**.

while meeting Canada's objectives for the Economic, Family and Protected Persons Classes.[15]

Policy and planning work continued on the development of the new Canadian Experience Class, which will facilitate the transition from temporary to permanent status by permitting, under certain conditions, foreign students with Canadian credentials and skilled work experience, and skilled temporary foreign workers who are already in Canada, to apply for permanent residence. As the program is rolled out in the coming months, it will lead to improved and more rapid success for new immigrants admitted under this program.

The Strategic Plan to Foster Immigration to Francophone Minority Communities,[16] which was launched in 2006, seeks to attract and retain a minimum of 4.4 percent French–speaking immigrants to Francophone minority communities (FMCs) in Canada by 2011. The goal is ambitious and requires close collaboration between both federal and provincial governments, as well as communities and employers. In 2006, among immigrants destined for FMCs, 0.70 percent or 1,446 persons declared French as their mother tongue (compared to 728 in 2003) while 2.67 percent of all immigrants (compared to 2.43 percent in 2003) declared they had a knowledge of French and English and originated from a French–speaking country. CIC has made progress over the last year in terms of increased participation and engagement from the provinces and employers. In 2007–2008, several missions held promotional events abroad including Destination Canada 2007, a major event in which provincial and community representatives and 23 employers participated. CIC also continued to build on its partnerships with the provinces, territories and communities through national and regional working groups and liaison with foreign employment agencies in France and Tunisia.

In keeping with its humanitarian tradition, CIC made improvements to the interim guidelines for human trafficking in June 2007. Victims are now eligible to receive an initial Temporary Resident Permit (TRP) for up to 180 days, an increase from the previous 120–day permit. The increased period of validity allows victims to apply for a work permit, an option which was unavailable under the 120–day permit. Both the initial TRP and work permit are fee-exempt. Medical coverage (including psychological counselling) continues to be provided through the Interim Federal Health (IFH) Program. This short–term TRP provides victims with a period of reflection to escape the influence of their trafficker and consider their options, such as pursuing immigration avenues or returning home. A longer–term TRP may be issued to victims of trafficking if circumstances warrant. In 2007–2008, seven permits were issued to four victims of trafficking. This figure includes subsequent permits issued to the same victim in order to maintain legal status in Canada. CIC continued to maintain an active role as a member of the Interdepartmental Working Group on Trafficking in Persons, a group which coordinates the Government of Canada's approach to preventing trafficking, protecting victims and prosecuting offenders. CIC was also an active participant in RCMP–led workshops delivered to municipal, provincial and federal law enforcement partners across the country.

In order to address the inventory under the humanitarian and compassionate (H&C) category, the Department implemented a pilot project in March 2008 to identify processing improvements that would reduce and manage this inventory at an acceptable level. The final report will include the identification of best practices and gaps, and recommendations to revise application kits, training, procedures and processes.

To promote consumer protection and program integrity, and to better serve foreign nationals who choose to use an immigration representative, CIC continued the development of an information disclosure policy with representatives' governing bodies. In addition, CIC further developed communication tools to increase people's awareness of the Department's policy on immigration representatives and ways to protect themselves when hiring an intermediary.

[16] For more information, see **www.cic.gc.ca/english/resources/publications/settlement/plan-minorities.asp.**

Selection and Processing of Skilled Workers

Baseline data continued to be collected for use in a formative evaluation to assess the early outcomes of skilled worker immigrants selected under the new criteria introduced in IRPA in June 2002. In 2007–2008, data volumes were sufficiently large and representative to allow for a full evaluation to be conducted in 2008–2009.

In 2007, skilled worker admissions reached 97,857, which is below the planned range of 116,000 to 128,000 announced in the 2007 Levels Plan.

Selection and Processing of Business Immigrants

CIC refined the data requirements to evaluate the three federal business programs (Entrepreneur, Investor, and Self-Employed) and initiated a feasibility study to determine what data are available to undertake a full evaluation of these programs in 2011–2012.

A review of the Entrepreneur Program from an operational and policy perspective was initiated in the summer of 2007, with a view to determining the economic impacts of the program and enhancing program delivery.

CIC continued to monitor approximately 30 private and provincially administered investment funds that operate under the 1976 *Immigration Act*. This monitoring ensures the funds comply with the Act's associated regulations.

Under the revisions to the Immigrant Investor Program (IIP), launched in April 1999, CIC acts as an agent to allocate immigrant investor capital to participating provincial and territorial governments for their use in economic development initiatives. No new provinces or territories joined the program in 2007–2008; however, Nova Scotia joined on April 1, 2008. CIC is continuing discussions with other provinces that have expressed an interest in participating.

As of March 31, 2008, CIC had outstanding gross allocations of $1,309,600,000 to the provincial and territorial government funds operating under the new IIP. This amount is not recorded as either an asset or liability of the Government of Canada because CIC acts solely as an agent for the provinces and territories. Only investments that have been collected, but not yet remitted to either the provincial funds or the investor (i.e., they are still being held in CIC's account for a limited period of time), are recorded.

In 2007, business immigrant admissions reached 10,179, meeting the planned range of 9,000 to 11,000 announced in the 2007 Levels Plan.

Year Received	Investors	Amount Invested	Ontario	B.C.	P.E.I.	Manitoba	N.W.T.	Newfoundland and Labrador	Year of Repayment
2002–2003	80	32,000,000	17,600,216	8,970,814	5,428,970	–	–	–	2007–2008
2003–2004	105	42,000,000	21,875,124	10,615,401	6,104,484	1,384,506	2,020,485	–	2008–2009
2004–2005	723	289,200,000	133,807,464	59,016,231	29,740,972	37,029,218	29,606,115	–	2009–2010
2005–2006	757	302,800,000	132,781,133	57,648,800	26,905,490	34,279,968	26,870,025	24,314,584	2010–2011
2006–2007	527	210,800,000	90,939,316	39,979,871	18,136,775	23,240,523	18,154,036	20,349,479	2011–2012
2007–2008	**1172**	**468,800,000**	**204,246,632**	**93,549,386**	**43,613,696**	**55,018,652**	**23,318,454**	**49,053,180**	**2012–2013**

Family Class

CIC will continue to carry out policy analysis with regard to the Family Class to improve understanding of economic, social and cultural contributions made by Family Class immigrants to Canadian society.

Family Class admissions in 2007 reached 66,230, just below the planned range of 67,000 to 69,000 announced in the 2007 Levels Plan.

Provincial and Territorial Nominee Program

In 2007–2008, comprehensive immigration framework agreements, which included annexes relating to PNPs, were signed with Alberta, Nova Scotia and the Yukon. These long-term agreements removed the cap on the number of individuals who can be nominated by the province or territory. They also include clauses that help ensure that provinces and territories support and assist the development of official language minority communities.

Canada has signed PNP agreements with nine provinces and one territory. The agreements give those governments the authority to nominate, for permanent resident status, foreign nationals who match the specific economic and demographic needs of their communities. CIC co-chairs a federal-provincial-territorial working group on the PNP that meets semi-annually. These meetings provide a forum in which program information and best practices are shared between federal and provincial/territorial PNP staff. CIC also offered training to provincial and territorial government employees in 2007-2008 in order to improve the processing of PNP applicants.

In 2007, provincial nominee admissions reached 17,095, exceeding the planned range of 13,000 to 14,000 announced in the 2007 Levels Plan. The increase is due largely to growing nomination volumes by provinces and territories in response to the strong demand for workers with specialized skills in certain regions and labour markets across Canada. CIC continued to process applicants nominated by provinces and territories on a priority basis.

Permanent Resident Card

As predicted last year, PR Card renewal volumes increased significantly. Early indicators suggest that estimated numbers are on par with previously projected volumes. Applications received for the first two months of fiscal year 2008-2009 have increased by 350 to 400 percent over the same period last year. This increase has resulted in pressure for additional resources to handle the increased workload.

The PR Card renewal campaign that was implemented through various media in 2007 has proven to be effective, and projections are being realized. The processing centre has responded with increased resources to address these numbers and provide our clients with timely service. CIC's Web page continues to provide clients with information on PR Card renewal.

Program Activity 2 – Temporary Resident Program

DESCRIPTION

Design, develop and implement policies and programs to facilitate the entry of temporary workers, students and visitors in a way which maximizes their contribution to Canada's economic, social and cultural development while protecting the health, safety and security of Canadians

EXPECTED RESULTS

Contribution, through the Temporary Resident Program, to Canada's economic, social and cultural development

Indicator: *Number of temporary residents (processed on demand)*

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$59.8
Total Authorities	$74.9
Actual Spending	**$73.4**

Explanation of resources used: Total authorities were $15.1 million higher than planned spending, primarily due to additional funding received through Supplementary Estimates for collective agreements, the Temporary Foreign Worker Program and the operating budget carry forward.

Resources totalling $1.5 million lapsed, primarily due to general operating lapses.

In response to sustained labour market demand, particularly in Western Canada, and to the Government of Canada's commitment in *Advantage Canada* to "making improvements to the Temporary Foreign Worker Program to respond to employer needs," Canada welcomed a record number of 165,198 temporary foreign workers (including initial entries and re-entries)[17] in 2007. This figure represents an increase of 20 percent from 2006 and the second year of double-digit growth in the program. Since 2004, CIC has responded to growing demand by increasing admissions 46 percent.

[17] This year's *Facts and Figures* uses a new methodology for estimating and presenting the number of temporary residents who have entered the country. To give a more accurate and complete picture, it reports separately on those arriving for the first time as temporary residents (Initial entries), and those who have been temporary residents before but are re-entering with a new permit issued abroad (Re-entries).

Foreign students bring with them new ideas and cultures that enrich the learning environment within Canadian educational institutions. The number of foreign students entering Canada in 2007 totalled 74,009 (including initial entries and re-entries) an increase of three (3) percent from the previous year's total of 71,800.[18] Foreign students who enter Canada on temporary visas may also be an important source of future immigrants in the skilled worker category since they are well prepared for the Canadian labour market. In fact, 9,914 temporary foreign students became permanent residents in 2007. This represents four (4) percent of the total number of permanent residents for 2007.

Tourists and business visitors also make significant contributions to our economy by creating a demand for services in the hospitality sector and allowing Canadian businesses to benefit from their specialized expertise. At present, citizens from 143 countries require Temporary Resident Visas to visit Canada.[19] In 2007, CIC processed applications (new and extensions) from over 1,040,000 persons seeking TRVs as tourists and business visitors to Canada.

Reflecting the Department's responsibility to protect the health, safety and security of Canadians, new initiatives were undertaken to ensure that temporary residents seeking to enter Canada were effectively screened to prevent inadmissible persons from coming into the country. Departmental staff received training related to program integrity, reference materials were updated and, in cooperation with partner agencies, additional measures were taken to ensure that visa applications from high-risk countries received closer scrutiny.

Temporary Foreign Workers

As announced in Budget 2007, funding was made available for the implementation of two new Temporary Foreign Worker Units in Moncton and Toronto. Similar to the existing units in Calgary, Vancouver and Montréal, these units now provide advice to employers on the use of the Temporary Foreign Worker Program, facilitate the entry of temporary foreign workers who do not require a visa or labour market opinion, and pre-screen supporting documents from employers in order to streamline the application process. CIC also responded to the increased volume of temporary foreign worker applications by announcing increased staffing resources in key locations.

Under the Canada-Mexico Partnership, the governments of Canada and Mexico announced the creation of a Labour Mobility Working Group to explore ways to facilitate labour mobility between the two countries in areas of mutual interest, promote the protection of workers, and share information on skills and credential recognition processes and requirements. Work has begun on the development of three pilot projects that would facilitate the process of hiring Mexican workers in the construction, tourism and hospitality sectors, and in highly skilled occupations and professions. The pilot projects are expected to be implemented in the summer or fall of 2008.

Negotiations with the Government of Ontario on the Temporary Foreign Workers Annex of the Canada-Ontario Immigration Agreement established the basis for similar arrangements with other provinces that would allow both levels of government to work together and facilitate the entry of temporary foreign workers to support regional economic stability and growth. Most notably, negotiations with the governments of Alberta and British Columbia progressed well, and agreements with these provinces should be concluded in the summer or early fall of 2008.

CIC and HRSDC, in consultation with the CBSA, continued to work together on a package of regulatory amendments, announced in Budget 2007, that will facilitate the flow of temporary foreign workers to Canada, and establish responsibility for employers and third-party recruiters to comply with program requirements.

[18] This year, CIC introduces a new method for calculating the number of foreign students entering the country. Included are temporary residents entering the country mainly for study whether for the first time or as a subsequent re-entry. In 2007, 64,636 foreign students entered for the first time and 9,373 were subject to a re-entry for a total 74,009 persons.

[19] For more information see **www.cic.gc.ca/english/visit/visas.asp**.

Visitors and Foreign Students

In collaboration with partners, CIC successfully delivered key initiatives to help Canada maintain its competitive edge in attracting international students. Following the launch in April 2006 of the Off-Campus Work Permit Program, a national program that allows international students in public post-secondary institutions to seek employment off campus, a pilot project began in 2007 to extend the program to selected private institutions. Memoranda of Understanding to implement the pilot project were finalized with Alberta and Manitoba in 2007, and with British Columbia in 2008. The total number of foreign students who received off-campus work permits increased from 1,190 in 2005–2006 to 15,454 in 2006–2007. In 2007–2008, the number of off-campus work permits issued further increased to 17,044.

As well, the Post-Graduation Work Permit Program was significantly improved by extending work permits to up to two years for international students who have graduated from public post-secondary institutions and certain private institutions located in regions outside of Montréal, Toronto and Vancouver. The aim is to help spread the benefits of immigration to more of Canada's regions. During 2006–2007, a total of 1,388 students received a two-year work permit. More broadly, the total number of students who received post-graduation work permits increased from 7,354 in 2005–2006 to 9,121 in 2006–2007. In 2007–2008, the number of post-graduation work permits issued increased to 10,933.

Discussions took place with key partners and stakeholders, including provinces and territories, the Advisory Committee on International Students and Immigration, the Association of Universities and Colleges of Canada, and the Association of Community Colleges of Canada, to explore options for improving CIC's international student programs. The focus of these discussions was to share information on changes to employment provisions for international students to ensure that as many eligible students as possible can take advantage of the opportunity to work in Canada, and to explore possible changes to improve the integrity of the student program.

STRATEGIC OUTCOME 2: REFLECTION OF CANADIAN VALUES AND INTERESTS IN THE MANAGEMENT OF INTERNATIONAL MIGRATION, INCLUDING REFUGEE PROTECTION

Introduction

The overarching objective is to promote internationally the Canadian vision of the benefits of managed migration. The long-term benefits include minimized risks for the countries of destination as well as migrants, viable programs that address labour market issues and demographics, and improved economic benefits for all stakeholders. Internationally, migration and humanitarian issues continue to gain attention among governments, bilateral and multilateral fora, NGOs, and academic and other research institutes. CIC is expanding its leadership role in framing and advancing important international migration policy and governance dialogues. These dialogues explore the links between migration policy and development assistance, health, environment, trade and human capital flows. Given the complexity of these links, CIC continues to foster partnerships, both domestically and internationally, to develop and implement a strategic agenda on global migration and protection, and to identify opportunities for advancing Canada's policy and program priorities.

As a member of the international community, Canada works closely with the UNHCR to help find solutions to prolonged and emerging refugee situations. Canada offers refuge to those who need refugee protection in Canada and those who need it abroad. There are about 11.4 million refugees in the world today. Globally, countries with resettlement programs agree to resettle about 100,000 refugees from abroad each year. From that number, Canada annually resettles 10,000 to 12,000, or one out of every 10 refugees resettled. This is in addition to the number of people who are offered a safe haven in Canada each year.

To build on the foundation of Canada's long-standing humanitarian tradition, CIC aims to strengthen policies and programs for refugees and protected persons to

provide protection where needs are greatest while ensuring the integrity of its programs. CIC assists refugees through the domestic asylum system, the resettlement program for refugees selected abroad, and through international advocacy and engagement to find durable solutions for refugees outside Canada's borders.

Program Activity 3 – Canada's Role in International Migration and Protection

DESCRIPTION

Assert Canada's position in the context of international migration to influence the international agenda on migration and protection

EXPECTED RESULTS

Canada influences the international agenda on migration and protection

Indicator: *Influence on international migration and protection policies*

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$4.0
Total Authorities	$3.1
Actual Spending	**$1.6**

Explanation of resources used: Actual spending was lower than total authorities by $1.5 million, primarily due to lower-than-planned exchange rate fluctuation for CIC's contribution to the International Organization for Migration and due to general operating lapses.

Canada is an international leader in migration management. This leadership role presents both an opportunity and a responsibility to play a strategic role in global migration fora. As a basis for its international migration work, CIC conducted comprehensive consultations with internal and external stakeholders and developed a framework for an international engagement strategy. The strategy is expected to be finalized and approved in 2008–2009.

Migration policies often intersect with other global issues. To foster an all–of–government understanding of migration policies and perspectives, the Interdepartmental Migration Group, developed and managed by CIC, met quarterly in 2007–2008 to advance the cross–departmental integration of migration–related issues.

Internationally, Canada continued its role as an influential leader in the international dialogue on migration. Canada served on the steering group for both the first and second Global Forums on Migration and Development, which allowed CIC to influence both the agenda and the role this important forum plays in the international arena.

Canada also played a widely recognized and central role in the successful negotiation of the long-delayed International Organization for Migration Strategy,[20] including developing models for new governance bodies and budget structures that were eventually adopted. With the interests of Canada and the global community in mind, CIC has also contributed extensively to the international dialogue on the movement of health workers and to the development of an International Code of Practice on Recruitment of Health Workers.

Program Activity 4 – Refugee Program

DESCRIPTION

Maintaining Canada's humanitarian tradition by protecting refugees and persons in need of protection in Canada and abroad

EXPECTED RESULTS

Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection

Indicator: *Achievement of protected persons levels in the Immigration Plan*

[20] For more information, see **www.iom.int/jahia/webdav/shared/shared/mainsite/about_iom/docs/res1150_en.pdf**.

FINANCIAL RESOURCES (in $ Millions)	
Planned Spending	$97.5
Total Authorities	$96.0
Actual Spending	$94.8

Explanation of resources used: Actual expenditures were lower than total authorities by $1.2 million primarily due to general operating lapses.

The primary objective of the Refugee Program is to provide protection to refugees and persons in need of protection, both in Canada and abroad. Canada offers refugee protection to people who fear persecution or who may be at risk of torture or cruel and unusual treatment or punishment, and are unwilling or unable to return to their home country. Canada operates one of the largest refugee resettlement programs in the world. In 2007, CIC exceeded the planning range of 7,300 to 7,500 for government-assisted refugees, offering protection to 7,574 new permanent residents. CIC met the target of 3,000 to 4,500 for privately sponsored refugees by uniting 3,588 refugees with their sponsors in Canada.

Canada is a signatory to the *1951 Convention Relating to the Status of Refugees*, and its resettlement program is therefore complemented by acceptance of the international legal obligation to extend refugee protection to individuals in need of asylum upon or after their arrival in Canada. In 2007, a total of 28,523 individuals made a claim for refugee protection across Canada. This total represents an increase of 24 percent over the 2006 total of 22,944 (the 2005 total was 19,761). In 2007, the IRB approved 42.5 percent of all cases for which it rendered final decisions. Persons recognized as protected persons may then apply for permanent residence in Canada. Canada granted permanent residence to 11,700 in-Canada protected persons as well as 5,094 dependants of refugees abroad. Both of these totals were within the planned ranges for 2007.

Medical screening of refugees in their countries of origin mitigates health risks and minimizes the impact of the movement of refugees on the public health of Canadians. In addition, the effective and timely provision of essential health-care services in Canada continues to be an important aspect of protecting the health of refugees, refugee claimants and other vulnerable immigrants, as well as Canadians.

Policy and Program Development

In 2007-2008, CIC continued to identify challenges and develop policy options to improve the refugee protection system and provide protection where needs are greatest. This analysis benefited from the recommendations of the Standing Committee on Citizenship and Immigration that appeared in its report *Safeguarding Asylum – Sustaining Canada's Commitments to Refugees*.[21] In addition, CIC consulted with NGOs, academics and private sponsors of refugees to understand their perspectives and incorporate their ideas into policy options.

CIC completed an evaluation of the Pre-Removal Risk Assessment (PRRA) Program, which assessed the program's relevance, design and delivery, integrity, results and cost effectiveness. The evaluation concluded that the program's objectives are consistent with Government of Canada and CIC objectives, and the program is consistent with Canada's international obligations and commitments under several conventions. However, the evaluation also identified the PRRA Program as a factor in the increasing time lapse between the rendering of a negative IRB decision and removal from Canada. CIC identified plans to improve coordination and communication, identify best practices and further analyse options for increasing program efficiency.

CIC strengthened its partnerships with internal and external partners to provide effective protection to refugees in Canada and abroad. Domestically, CIC negotiated a new trilateral agreement with the IRB and

[21] For more information, see http://cmte.parl.gc.ca/Content/HOC/committee/391/cimm/reports/rp2969755/cimmrp15/cimmrp15-e.pdf.

the CBSA to guide interorganizational relationships. CIC also worked in partnership with the CBSA and the UNHCR to support and monitor the Safe Third Country Agreement with the United States. Finally, the Department continued work on the implementation plan for the Asylum Annex, an information-sharing agreement with the United States. The successful implementation of this agreement requires a careful balancing and alignment of priorities and interests among the organizations involved, including CIC, the IRB, the CBSA, the RCMP and the United States Department of Homeland Security.

Internationally, CIC worked effectively with other government departments, NGOs, academics and other governments to put the issue and the resolution of protracted refugee situations at the top of the global protection agenda. These refugee situations are complex, requiring a coordinated approach among participants in such areas as immigration, development and diplomacy. With strong and sustained encouragement from Canada, the UNHCR adopted protracted refugee situations as a key priority and will devote the December 2008 High Commissioner's Dialogue to this issue. The UNHCR also appreciated Canada's advice and capable chairing of one of the three sessions during the December 2007 High Commissioner's Dialogue on refugee protection in the context of mixed flows of asylum claimants and other migrants.

As Chair of the Working Group on Resettlement at UNHCR, Canada advocated on behalf of refugees to increase the number of resettlement opportunities globally, while building partnerships to support new and emerging resettlement countries. The Canadian Chair also used this opportunity to enhance partnerships by bringing NGOs into the working group for the first time, and inviting them to set part of the agenda.

Canada used its role as Rapporteur to the UNHCR's Executive Committee (EXCOM) to influence the international protection agenda. In light of the results achieved in 2006–2007, the CIC representative, the first Canadian to hold this position in decades, was re-elected for a second one-year term in 2007–2008. In addition to introducing a more rigorous consensus-building approach to negotiating EXCOM conclusions, Canada facilitated a formal review of the EXCOM conclusions process to ensure its effectiveness in raising standards of international protection for refugees.

In 2007–2008, the UNHCR used Canada's $1-million contribution to the Mexico Plan of Action, made at the end of 2006–2007, to help open protection space for refugees in Latin America. The UNHCR repeatedly expressed appreciation for Canada's financial contribution and CIC's sustained support for this important multilateral initiative.

Selection and Processing of Refugees and Protected Persons (Resettlement/Asylum)

CIC completed an evaluation of the Private Sponsorship of Refugees (PSR) Program.[22] In addition, extensive analysis and consultations were undertaken with sponsoring groups and key stakeholders to identify solutions to challenges facing the program. This process included a major national conference on the program. The consultations and analysis led to increased training for sponsorship agreement holders (SAHs) and the establishment of a Quality Assurance Framework for the program. Committees of CIC officials and private sponsors were established following the conference in order to identify administrative and policy options to improve the PSR Program. CIC's relationship with private sponsors has improved, and while it is still early to see these efforts reflected in shorter processing times and increased approval rates, preliminary indications are positive. Following these initiatives to strengthen the program, the PSR target range for 2008 was increased to 3,300–4,500.

[22] For more information, see **www.cic.gc.ca/english/resources/evaluation/psrp/psrp-summary.asp**.

CIC continued to implement administrative measures to increase the efficiency of refugee processing. An evaluation was completed of the Harmonized Form pilot project that combined a number of forms used to collect information from refugee claimants, and the recommendations are being reviewed. CIC prioritizes the processing of applications for protected persons. Applications inventories were reduced to 6,400 persons in 2008 compared to 9,400 in 2007.

CIC analysed specific protracted refugee situations and continued to use the resettlement program more strategically in order to reduce the numbers of refugees in particular situations. It resettled 1,812 Karen refugees from Thailand in 2007, as part of an international effort to reduce the numbers of refugees in specific camps. Moreover, as a member of the Core Group for Bhutanese Refugees in Nepal (a sub-committee of the UNHCR EXCOM), the Department helped to find solutions to this long-standing refugee situation, clearing the way for the resettlement of up to 5,000 Bhutanese refugees in Canada over the next two to four years. CIC also resettled several especially vulnerable and at-risk Rohingya refugees in Bangladesh as part of a multilateral effort to engage the Government of Bangladesh in improving conditions in a refugee camp acknowledged as one of the world's worst in terms of daily living conditions.

Immigration Loans Program

Canada provides loans to refugees to help them pay for the costs of medical examinations abroad, travel documents and/or transportation to Canada. This fund is essential since refugees often have few personal financial resources and are unable to access traditional lending institutions.

The repayment record for the 50-year-old program is over 90 percent. In 2007–2008, CIC continued to manage loan collection with due diligence to ensure the recovery rate for repayment remains at this level, and thereby ensuring the sustainability of the refugee program. The current limit on the loan fund is $110 million, and outstanding loans accounted for $34.4 million of this amount as of March 31, 2008. CIC also contributed $734,363 from the Resettlement Assistance Program (RAP) toward the medical examination and transportation costs of some refugees with special needs (e.g., seniors and refugees with serious health issues).

Interim Federal Health Program

The IFH Program continued to provide temporary health-care services for refugees, refugee claimants, those clients issued a TRP on the basis of being a victim of human trafficking, and those detained under IRPA who are not eligible for provincial health insurance and who have no means of obtaining health services. In 2007–2008, the total for program expenditures was $51.1 million (compared to $48.3 million for 2006–2007) and 101,791 clients had valid IFH certificates, generating over 523,000 medical claims.

CIC has engaged many of its stakeholders in modernizing the IFH delivery mechanisms and processes. The Department undertook several concurrent initiatives during the year to enhance the program's analytical capacity, improve reporting, increase outreach, and strengthen accountability. These measures represented the foundation of a larger change that will integrate the program functions and strengthen its governance structure.

CIC initiated the review and revision of IFH standard-operating procedures and engaged internal partners in the development of the program's Results-Based Management Framework. An audit of the Claims Administrator revealed opportunities to enhance service standards, quality control measures and compliance with official languages requirements.

Systematic input from stakeholders contributed to a comprehensive gap analysis. Input from regional offices, the Canadian Council for Refugees, primary health-care providers, provincial and territorial partners, and other stakeholders was complemented by an in-depth data analysis and an internal CIC survey.

These elements were integrated to form the basis of an evergreen gap analysis process that will continue to lead IFH priority setting and the alignment of services to client needs.

A comparative analysis was conducted of the various public dental–care programs available in the four provinces where the majority of clients reside (Ontario, Quebec, British Columbia, and Alberta). The project benchmarked legislation, regulations and policies concerning publicly financed dental–care coverage that will serve as a guide for IFH policy development on dental care, especially for youth and children, in 2008–2009.

IFH policy integration was enhanced in cooperation with internal and external stakeholders by addressing common program areas with RAP, improving management of access to IFH by persons in detention and removal streams, and by developing a plan to streamline the issuance of IFH eligibility documents.

The Department developed a comprehensive communications strategy focusing on improving provider engagement and client outreach, which will be fully implemented in 2008–2009. CIC identified the business requirements for enhancing the IFH Program's electronic communications capability. In addition, it upgraded the functionality and content of the IFH Claims Processor's website, and streamlined claim forms and processes.

In 2007–2008, a total of 78,154 eligible persons accessed the IFH Program through a network of 17,974 health–care providers across Canada.

STRATEGIC OUTCOME 3: SUCCESSFUL INTEGRATION OF NEWCOMERS AND PROMOTION OF CANADIAN CITIZENSHIP

Introduction

All Canadians have a stake in supporting the successful integration of newcomers into Canadian society. Newcomers shape our collective experience and benefit all Canadians through their contributions to the economy and society. As immigrants and refugees seek to overcome barriers, settlement programming provides them with a supportive environment, enabling them to maximize their potential and realize their aspirations. For these newcomers to achieve their goals, maximize their economic contributions and become integrated socially, it is essential for governments, organizations, the broader community and the newcomers themselves to work together toward shared settlement and integration goals. Integration and citizenship policies and programs support newcomers from the initial planning and preparation stage overseas, through arrival and settlement, to longer–term integration, full participation in Canadian society and the attainment of citizenship.

The acquisition of citizenship is an important step in the Canadian integration process, as it invests newcomers with the full range of Canadian rights and responsibilities and provides them with the tools to develop and foster their sense of belonging to Canada. This integration takes place in the context of a broader sense of citizenship that is shared by all Canadians. Much has changed since 1947 when the first *Citizenship Act* took effect and the modern concept of a "Canadian citizen" was established. CIC recognizes the evolution of citizenship issues; their interdependence with other sectors within CIC and across government; and the need to build capacity to better understand the drivers for change and translate them into concrete policy direction.

In 2007–2008, the Government tabled amendments to the *Citizenship Act* to address outdated provisions. C-14, *An Act to Amend the Citizenship Act (adoption)*, allows children adopted abroad by Canadians to obtain Canadian citizenship without first having to become permanent residents, thereby minimizing the difference between children adopted abroad and children born abroad to a Canadian parent. Bill C-37, *An Act to Amend the Citizenship Act*, gives Canadian citizenship to many who lost or never had Canadian citizenship due to outdated provisions in the legislation.

Program Activity 5 – Integration Program

DESCRIPTION

Develop policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering the orientation, adaptation and language programs for newcomers

EXPECTED RESULTS

Successful integration of newcomers into Canadian society within a reasonable time frame; newcomers contribute to the economic, social and cultural development needs of Canada

***Indicator:** Labour market integration*

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$783.2
Total Authorities	$774.1
Actual Spending	**$667.9**

Explanation of resources used: Actual expenditures were lower than total authorities by $106.2 million. The lapse is mostly attributable to lower spending of $63.4 million on the Canada-Ontario Immigration Agreement. It also includes $26.2 million against the grant payment under the Canada-Quebec Accord which is the variance between the estimated amount and the final adjustment. Other lapses are due to lower spending of $16.6 million in general settlement programs.

The main objectives of the Integration Program are to provide appropriate support and services for newcomers to assist in their settlement and long-term integration in Canada, and to help newcomers contribute to Canada's economic, social and cultural development. While immigrant labour market data from Statistics Canada's Labour Force Survey[23] are used as one indicator of economic progress, CIC recognizes that economic outcomes provide only a partial indication of successful integration. With this in mind, the Department has been developing additional performance indicators to measure the impact of its Integration Program more accurately in the future.

Data from the Labour Force Survey show that during 2007, the Canadian economy generated 382,000 new jobs, which corresponds to a 2.3 percent increase from the level recorded in 2006. Employment for the Canadian-born population grew by 2.1 percent or 272,000 new jobs and immigrant employment surged ahead by 3.5 percent or 117,000 new jobs. Breaking down these figures based on the immigrant population shows that employment growth is 2.6 percent for very recent immigrants (landed in Canada five years or less), 3.1 percent for recent immigrants (landed in Canada five to 10 years ago), and 3.8 percent for established immigrants (landed in Canada more than 10 years). These results are all stronger than the average of 2.1 percent for the Canadian-born population.

Despite this stronger–than–average employment growth, the unemployment rates of very recent immigrants (11.9 percent) and recent immigrants (8.2 percent) were still well above the Canadian-born average (5.7 percent) in 2007. In contrast, the unemployment rate of 5.7 percent for established immigrants was the same as the Canadian-born average during 2007. The labour market performance for established immigrants continues to be resilient, and data through the first several months of 2008 point to positive results.

Settlement/Resettlement Policy and Program Development

The Foreign Credentials Referral Office (FCRO) was launched at CIC in May 2007 and offers information, path-finding and referral services on foreign credential recognition processes, and Canadian labour market information through a dedicated toll-free phone line and in-person service delivered by Service Canada. When the FCRO was established, its services were offered at six key Service Canada Centres. By the end of October 2007, services were offered at 289 Service Canada Centres across Canada and at the end of November

[23] For more information, see the Labour Force Survey at **www40.statcan.ca/l01/cst01/other/lfs/lfsintro.htm.**

2007, all 320 Service Canada Centres were providing services. In the FCRO's first year, close to 20,000 internationally trained individuals were offered information, path-finding and referral services through these channels.

The FCRO also offers these services to newcomers in Canada and to prospective immigrants overseas through its new website (www.credentials.gc.ca), featuring a search engine called "Working in Canada" that was developed by HRSDC. The website provides authoritative, centralized and relevant information on foreign credential recognition and the labour market, and has received just over 400,000 visits in its first year, the majority from overseas.

The FCRO is also collaborating with the Canadian Immigration Integration Project, funded by the Foreign Credential Recognition Program at HRSDC, which has been offering pilot orientation sessions to prospective immigrants in India, China and the Philippines since January 2007. During these sessions, skilled immigrants who have qualified and are awaiting completion of final immigration requirements are provided with information on foreign credential recognition processes, as well as information on the Canadian labour market. The FCRO website is one of the tools used by facilitators during these orientation sessions. The goal is to provide information to immigrants earlier in the immigration process so that more skilled immigrants contact the responsible assessment agency or regulatory body to initiate their credential assessment process while still overseas. This pilot led to the development of the FCRO's overseas strategy, and an implementation plan is currently under way.

The FCRO is also working closely with federal, provincial and territorial partners and stakeholder groups (e.g., regulatory bodies and employers) to improve foreign credential recognition processes in Canada. For example, the FCRO partnered with the Alliance of Sector Councils to develop a foreign credential recognition roadmap for employers tool that includes a step–by– step information guide for employers on hiring and retaining internationally trained workers. The FCRO also engaged the Canadian Network of National Associations of Regulators to discuss initiating foreign credential assessment and recognition overseas. The FCRO held a national conference on foreign credential recognition in April 2008, which brought together 130 key players to find collaborative solutions to foreign credential recognition and share best practices.

Based on diagnostic evidence and consultations, the Department developed an outcomes-focused, long-term approach to settlement programming that was approved by Treasury Board.

- The approach is flexible, responsive and holistic, and will better enable service providers to tailor program offerings to best meet individual newcomer's needs.
- The approach also includes a strong accountability framework to better link newcomer settlement outcomes to programs and program investments, and to better understand which programs are effective and which may need to be strengthened or changed.

Following discussions with the provinces and territories, a new formula for the allocation of settlement funding was established and implemented. The new formula applies to all existing and new settlement contribution funding, with the following exceptions: a) Ontario, where the allocation is governed by the COIA; b) Quebec, which receives an annual grant under the Canada-Quebec Accord; and c) the Official Languages Action Plan, which is allocated to regional CIC offices.

In 2007–2008, CIC worked closely with Ontario and municipal partners to implement the strategic directions in the COIA *Strategic Plan for Settlement and Language Training*.[24] Both the Settlement Working Group and the Language Training Working Group met regularly to provide recommendations to move priorities forward.

[24] For more information, see **www.cic.gc.ca/english/resources/publications/settlement/coia-plan.asp**.

At the national level, further policy and program development work was undertaken in the area of refugee resettlement (the term used by CIC to describe the legal process of bringing a refugee to Canada to live as a permanent resident) in order to respond to a changing policy context. Since the implementation of IRPA in 2002, Canada has emphasized protection need over an ability to immediately settle in its resettlement decisions. As a result, refugees resettled in Canada today have higher and more varied needs than previous refugee populations. Available economic and social integration indicators suggest that refugees face more difficulty integrating than other immigrants. Key challenges include difficulty accessing adequate housing, limited or no labour market skills, limited official language skills, mental and physical health concerns, and developmental issues for children. In response to increasing funding pressures on resettlement activities addressing these issues, CIC allocated an additional $13.9 million over three years in temporary funding to RAP, starting in 2007–2008.

Furthermore, government-assisted refugees (GARs) take longer to become self-sufficient and active participants in their new communities. Income support provided under RAP is essential to providing basic life needs while GARs take their first steps towards integration. Therefore, RAP programming is being reviewed to ensure it meets the increasing needs of GARs. To support program development, CIC funded research on various elements of RAP to determine which areas require enhancement. To this end, a report entitled *A National Approach to Meeting the Needs of GAR Children and Youth within the Resettlement Assistance Program*[25] was completed in June 2007, and the *Study of Income Support Benefits Offered to GARs Under RAP* was completed in October 2007. Both reports continue to inform resettlement policy and program development. Another initiative was the national Infectious Disease Control Training for RAP service provider organizations and PSR sponsors.

Newcomer Settlement Support

CIC-funded settlement programs and services comprise language instruction and skills development, information and orientation, and initiatives to support social engagement, community connection and labour market participation.

Language Learning

In 2007–2008, CIC increased investments to expand and create innovative language training programs. As a result, the Language Instruction for Newcomers (LINC) Program, which provides basic language training on a full- or part-time basis in one of Canada's official languages, was improved in a number of ways, including:

- An increase in enrolment of more than 10 percent;
- More flexible class schedules and reduced class sizes;
- Expansion to new service regions, especially rural areas;
- Expansion to higher LINC level classes;
- Innovative delivery models, such as distance learning and home study;
- An increase in child-minding assistance;
- An increase in services to support and improve the delivery of programs, such as professional development; and
- Enhanced tools and supporting materials, such as new standardized assessment tools to improve learning progress measurement.

The Enhanced Language Training (ELT) initiative helps immigrants acquire the language proficiency, and workplace culture and bridge-to-work opportunities they need to pursue careers in very diverse fields. By offering language training paired with a workplace component, CIC helps newcomers gain the skills they need to better access the Canadian labour market at levels consistent with their skills and qualifications. The number of ELT projects has increased since the initiative's inception. CIC currently funds service providers across Canada for approximately 3,500 to 4,500 ELT clients per year.

[25] Report is available at **http://atwork.settlement.org/sys/atwork_library_detail.asp?passed_lang=EN&doc_id=1004346.**

ELT is a successful initiative that meets the immediate needs of its target audience. The formative evaluation of ELT, completed in 2008, found that it contributed to:

- Improved language skills;
- Increased knowledge/experience of the Canadian work environment;
- Increased job-finding skills;
- Preparation for licensure exams; and
- The establishment of mentors, contacts and/or networks.

The evaluation indicated that the quality of curricula and tools is a strength of the ELT initiative and has contributed to its success. It also indicated areas for improvement, such as the need for better information sharing and more robust data collection. In response to these findings, and in preparation for the ELT's summative evaluation in 2009–2010, CIC has been working to enhance its data collection processes, and is developing mechanisms to promote ELT successes. For example, regional ELT conferences were held in three locations (Edmonton, Moncton and Niagara Falls) in the winter of 2008 as a way to share promising practices in and between regions.

Information Provision

The Going to Canada Immigration Portal (www.goingtocanada.gc.ca), developed by CIC and HRSDC, offers comprehensive and integrated information to prospective and new immigrants to help them prepare to live, work and study in Canada. Work continued on the enhancement of portal tools and content and an updated portal website was launched in the fall of 2007. Contribution agreements have been finalized with all provinces and territories (except Quebec) to help these jurisdictions develop their respective immigration websites. Finally, a Results-Based Management Accountability Framework for the Going to Canada Immigration Portal initiative was completed in 2007–2008.

During 2007–2008, Canadian Orientation Abroad (COA), an initiative of the Immigrant Settlement and Adaptation Program, provided some 15,000 future newcomers in 22 countries with orientation sessions to familiarize them with life in Canada before their arrival.

Social Engagement

The Host Program is a volunteer-based program that matches newcomers with Canadian volunteers who help them learn about available services in their community, practise their English or French, participate in community activities, understand the Canadian labour market and find job contacts in their field. By connecting newcomers with Canadians, the program promotes inclusion and diversity, improves cross-cultural understanding, and helps reduce racial stereotyping. Over 5,440 clients received Host-related services in 2007.

In 2007–2008, CIC continued to contribute to Canada's Action Plan Against Racism through the Welcoming Communities Initiative (WCI). WCI supports a range of anti-racism activities intended to foster more inclusive and welcoming communities, and to promote the full participation of newcomers in Canadian society. Funding was allocated to regions and provinces (British Columbia and Manitoba) to support ongoing anti-racism activities, such as awareness raising, outreach, direct services, and tools and resource development. A 2006 national call for proposals yielded six national projects for the period of 2006–2008. These initiatives included a tool kit for small centres; a series of discussion groups and tool kit development with immigrant women; partnership and resource development with the Family Resource Programs sector; youth focus groups, workshops and multimedia tools on racism and workplace conflict; anti-racism curriculum for settlement workers; and a searchable online database on anti-racism resources.

The past year also saw the creation of several Francophone community networks outside Quebec to provide a more concerted approach based on the needs of French-speaking immigrants and FMCs. The Implementation Committee, in collaboration with federal, provincial, territorial and community partners both at the national and regional levels, is moving forward with the implementation of the *Strategic Plan to Foster Immigration to Francophone Minority Communities*.

Program Activity 6 – Citizenship Program

DESCRIPTION

Design, develop and implement policies and programs to administer the acquisition of Canadian citizenship and to enhance the values and promote the rights and responsibilities of Canadian citizenship

EXPECTED RESULTS

Accordance of full participation in Canadian society to eligible permanent residents; contribution to Canada's economic, social and cultural development

***Indicator:** Attitudes towards Canadian citizenship*

FINANCIAL RESOURCES (in $ Millions)

Planned Spending	$59.3
Total Authorities	$75.3
Actual Spending	**$73.2**

Explanation of resources used: Total authorities were $16.0 million higher than planned spending, primarily due to additional funding received through Supplementary Estimates and internal re-allocations to support increased workload in the Citizenship Program.

Actual expenditures were lower than total authorities by $2.1 million, mainly due to general operating lapses.

The acquisition of citizenship is an important tool for integration as it invests the newcomer with the full range of Canadian rights and responsibilities. According to the 2006 Census, the majority of foreign-born people who were living in Canada and who were eligible for Canadian citizenship chose to become Canadians. In 2006, 85.1 percent of eligible foreign-born people acquired Canadian citizenship,[26] a slight increase from 83.9 percent in 2001. It is worth noting that Canada has one of the highest naturalization rates among the Organisation for Economic Co-operation and Development countries (U.S.: 40 percent,[27] Australia: 75 percent, UK: 56 percent).[28]

The naturalization rate is a strong but not sufficient indicator of attitudes towards Canadian citizenship. It may be complemented by other contextual information and data on civic participation and a sense of belonging to give a better picture of citizens' participation in Canadian society. Surveys have shown that a large number of naturalized Canadians and their children who were born in Canada express a strong sense of belonging in Canada.[29]

CIC's annual tracking survey (2007)[30] reveals that 68 percent of Canadians believe that immigration has a positive impact on Canada. However, Canadians, as well as immigrants, continue to believe it is the responsibility of the individual and government to help immigrants integrate into Canadian society. An overwhelming majority of Canadians continue to say there should be responsibilities associated with being a Canadian citizen (92 percent).

Because it is challenging to link these high-level outcomes with specific programs and activities, CIC will continue to develop more meaningful indicators to measure the success of the Citizenship Program. CIC has successfully achieved many of the objectives under each of the themes listed in this section of the report, including making progress on strengthening and implementing the evidence-based policy framework; amending the *Citizenship Act* to address specific citizenship issues; processing citizenship applications in excess of reference levels; and improving its client service and delivery model.

[26] Source: *2006 Census of Canada*.

[27] Rate is for all foreign-born individuals, rather than documented immigrants who were granted permanent resident status.

[28] Source: Statistics Canada (**www.statcan.ca/english/freepub/11-008-XIE/2004004/articles/7775.pdf**).

[29] Source: Statistics Canada's Ethnic Diversity Survey at **www.statcan.ca/Daily/English/030929/d030929a.htm** and General Social Survey at **www.statcan.ca/english/Dli/Data/Ftp/gss/gssc1703.htm**.

[30] Source: CIC *Annual Tracking Survey* (May 2007) at **http://epe.lac-bac.gc.ca/100/200/301/pwgsc-tpsgc/por-ef/citizenship_immigration/2007/140-06-e/report.doc**.

Citizenship Policy and Program Development

The business of citizenship is changing in Canada and around the world. The creation of CIC's Citizenship Branch in December 2006 shows the Department's recognition of the evolution of citizenship issues, their interdependence with other sectors in CIC and in government, and the need to build capacity to better understand the drivers for change and translate them into concrete policy direction.

To strengthen the evidence base for addressing a broad range of citizenship-related issues, including rights, responsibilities, identity and values, CIC conducted public opinion research studies on civic practice and barriers to civic participation, and motivations for naturalization. The Department also undertook several knowledge transfer and development activities with Metropolis, a network for comparative research and public policy development on migration, diversity and immigrant integration in cities in Canada and around the world. The Institute of Canadian Citizenship (ICC), with support from CIC, undertook round tables with new and established Canadians in 2007–2008, to discuss the value of citizenship and active citizenship. CIC supported the ICC in securing the necessary approvals and initial funding. CIC will continue to foster an ongoing relationship with the ICC as a key partner in citizenship policy and program development.

During this reporting period, the Government tabled amendments to the *Citizenship Act*. *An Act to Amend the Citizenship Act (adoption)* minimizes the difference between children born to Canadians and those adopted by Canadians. It received Royal Assent in June 2007, and came into force on December 23, 2007, with supporting regulations, policies and procedures. In 2007–2008, 52 people obtained citizenship under this provision. A second Bill, C-37, *An Act to Amend the Citizenship Act*, was introduced to address the situation of people who lost or never had Canadian citizenship because of outdated provisions in existing and former legislation. It received Royal Assent in April 2008 and will come into effect by April 2009. Following the Minister's announcement in January 2007 to address the legislative gaps filled by Bill C-37, and in anticipation of its passage, CIC implemented operational policy and procedures, and processed 93 applications for a discretionary grant of citizenship in 2007–2008 for individuals who had been residing most of their lives in Canada and had a reasonable but mistaken belief they were Canadian citizens.

Citizenship Processing and Program Delivery

CIC strives to improve the processing of citizenship grant and proof applications. However, the ability to process applications is linked to the amount of resources allocated to these activities. In 2007–2008, CIC continued to identify and implement sustainable solutions to improve service to citizenship clients as a means of addressing the ongoing high demand for citizenship services that exceeds the Department's production capacity under current funding levels. Two-year funding received in 2005–2006 and 2006–2007 helped reduce processing times. However, with the expiry of the funding in March 2007, processing times and inventory levels have begun to rise.

As a result, CIC processed 22 percent fewer applications in 2007–2008 than in the previous year. In 2007–2008, Canada welcomed 183,464 new citizens. This is noticeably lower than the 2006–2007 figure of 244,108 new citizens. The same applies to the number of proofs that were issued. The number of proofs issued in 2007–2008 was 43,849 in comparison to 69,976 for the previous year. Proof applications for the next three years are projected to be in the range of 60,000 to 65,000 per year, while processing capacity will remain at 38,000 per year. As the number of applications received will exceed the capacity, the inventory for proofs will also increase.

In March 2007, CIC conducted a review to improve the processing of citizenship applications and client service. Building on this initiative, a pilot project was started in January 2008, in which the testing and verification of client documents would occur simultaneously and early in the citizenship adult grant process to minimize incomplete applications and to advise applicants of their eligibility so that delays could be avoided later in the process. The pilot will be

evaluated for potential efficiencies, improvements to client service and reduction of processing times.

Promotion of Citizenship

Citizenship promotion activities are an important instrument for the continued integration of newcomers and new citizens into Canadian society. Following the successful launch of the 60th anniversary of citizenship held at the Grand Hall of the Supreme Court of Canada on February 15, 2007, activities were undertaken throughout the fiscal year. Canada Day ceremonies across the country focused on the 60th anniversary theme, including a ceremony on the grounds of Rideau Hall on July 1 involving the Minister of Citizenship and Immigration and the Governor General as well as a Sunset Ceremony held in partnership with the RCMP. Canada's Citizenship Week is an annual event held the third week of October to provide an opportunity for all Canadians to reflect on the value of citizenship, the meaning of being Canadian, and the rights, privileges and responsibilities of citizenship. During this time, at a CBC event in Toronto, approximately 400 new citizens took the oath of citizenship. Special ceremonies featuring the close of the 60th anniversary theme were held during Veteran's Week in November 2007.

The 60th anniversary served as a means of engaging new partners in the Citizenship Program, including Parks Canada and the Canadian War Museum. Promotional products were developed for the year including lapel pins, pencils, banners, programs and videos. Much of the work done for the 60th anniversary celebrations will be used to advance the enhanced ceremonies initiative, especially as it relates to building partnerships, creating products and raising awareness of the program. A total of 2,897 citizenship ceremonies took place in 2007–2008, 24 percent of which were held in communities.

Other Programs and Services

Health Risk Mitigation

The ease of international travel and the volume of immigrants to this country have an impact on Canadians' health and their health system. In 2007–2008, CIC continued to focus on developing effective health risk mitigation strategies that take into consideration the risks associated with changing immigration patterns and the implications of emerging and re-emerging infectious diseases. The Department has developed and implemented immigration and public health policies and strategies, including a strategic multi-year action plan for tuberculosis risk mitigation. Also, to prevent an undue burden on Canadian health and social services, CIC has updated the cost threshold to determine excessive demand and developed operational directives on excessive demand on social services.

In January 2008, CIC implemented a new policy and guideline on active tuberculosis data gathering and reporting. Overall, this initiative is intended to improve the effectiveness of the immigration health program in protecting the public health of Canadians, and to strengthen future tuberculosis policies and maintain program integrity. Since the policy's implementation, CIC's capacity to monitor active tuberculosis cases found during the immigration medical examination has improved significantly, with about 80 such cases identified from January to April 30, 2008.

As part of overall refugee management in the Department, CIC developed a refugee health management program for the Karen refugee group that also focused on public health risks and increased linkage with provincial and territorial public health authorities. An evaluation was conducted of the effectiveness and validity of tuberculosis management for the first wave of Karen refugees who arrived in 2006 and early 2007. The evaluation confirmed the need for a risk-management approach for this population and has led to improvements in pre- and post-arrival tuberculosis management for subsequent waves of Karens. An overall refugee health risk mitigation policy is being developed for all refugee groups.

In 2007, CIC reviewed approximately 500,000 immigration medical examinations for applicants, including original medical exams and extensions. To

ensure effective immigrant medical examination program management, CIC monitors this work with monthly operational reports.

A Designated Medical Practitioners Management Framework Roadmap was developed during 2007–2008, with the objective of creating standards and procedures to improve the integrity of the Designated Medical Practitioners Program. In addition, a Quality Assurance Committee has been established with intergovernmental partners to develop standards and procedures for the audit of shared designated medical practitioners, radiology centres and laboratories.

The Post–Arrival Management Unit has been engaged in multiple consultations with public health authorities and port–of–entry officials, and participated in expert committees to determine program improvement strategies for improving compliance with medical surveillance. Initiatives have been developed to streamline reporting processes and improve data management. Quality assurance strategies have been developed that include quarterly reviews of all non–compliant applicants and all applicants landing/arriving with conditions requiring medical surveillance. An evaluation of the Medical Surveillance Program was initiated in 2007–2008 and will be completed in 2008–2009; it is expected to form the basis for further improvements.

CIC continued to strengthen public health linkages at the provincial and territorial level on such issues as refugee health management and medical surveillance, and federally with PHAC on immigration and public health. The Department also worked closely with international health partners via the Intergovernmental Immigration Health Working Group, which is composed of members from the United States, Australia, the United Kingdom and New Zealand.

The Global Case Management System

The Global Case Management System (GCMS) is a critical component of the infrastructure that will help CIC accomplish its strategic outcomes and priorities. The GCMS is a secure, reliable and efficient case management tool that will integrate citizenship, immigration and enforcement data worldwide.

The GCMS will significantly change the way CIC and the CBSA do business. A unique client identifier will link all clients' interactions with both organizations from their first contact with a mission right through to an application for citizenship or a final removal from Canada. Ultimately, it will help streamline operations, standardize business practices and improve client service across both organizations.

Since the GCMS project was launched in June 2000, CIC has faced a number of challenges affecting its development. Following recommendations from various independent reviews, CIC proceeded in 2007–2008 with a rigorous assessment of the project to confirm its status and the quality of deliverables, and to investigate alternate options for completion.

The options analysis concluded that the GCMS project should be completed with a reduced scope and that it should focus on systems used by visa offices overseas, provide considerable business value, capture most of the departmental case management work flow, and deliver the bulk of functional capacity required for all application types that can be used for inland processes. The Department continues to work with other government agencies and partners to ensure the project is completed successfully. Supplementary information on the GCMS can be found at www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp.

Research

Objective and timely research is a condition for making informed decisions on policy action and program development. CIC's research activities focus on three key areas: ongoing investment in data sources; research and analysis that support evidence-based policy and program development at federal, provincial, and territorial levels; and knowledge transfer. In April 2007, the Department implemented a broader mandate to disseminate research products, strengthen partnerships,

respond to departmental research and information needs, and build capacity.

In 2007–2008, CIC continued to invest resources in major data sets, including the Longitudinal Immigration Database (IMDB), the Citizenship Language Survey, the World Values Survey and the Census. In addition, the Department continued to work closely with Statistics Canada to explore the feasibility of using existing databases to study return and onward migration. Labour Force Survey data were released, fostering a better understanding and monitoring of immigrant participation in the labour market.

CIC continued to monitor the economic outcomes of immigrants. It completed a study of the economic and social integration of immigrants and refugees in Canada as well as a report highlighting health-care utilization among sponsored parent and grandparent immigrants to Canada. CIC's Citizenship Language Survey was also completed, and analysis of the results is under way. The redevelopment of the IMDB was advanced to enhance its accessibility, and temporary resident reporting methods were updated for more effective monitoring of the transitions to permanent residencies.

Research activities based on the 2006 Census have also been initiated to improve our understanding of immigrant-related issues, including immigrant settlement patterns, labour force participation, immigrant incomes and earnings, education and housing.

CIC continued to expand the range of information available to the public through the annual publication of *Facts and Figures; Immigration Overview: Permanent and Temporary Residents 2006*.[31] Two regional profiles for Atlantic Canada and Ontario were also completed.

Metropolis

Following the renewal of the Metropolis Project[32] in 2006–2007 for a third five-year phase (2007–2012), a new governance structure was implemented which involved establishing new national committees and recruiting six policy priority leaders. In addition, a new research program with a stronger focus on knowledge transfer was required. The Project Secretariat consequently designed and launched the first national Metropolis research competition which focused on the question, "How do the major challenges faced by immigrants, as they settle in Canada, change over time?"

For the first time the Metropolis Project Secretariat participated—in cooperation with the Australian Multicultural Foundation, Monash University and the Monash Institute for the Study of Global Movements—in the organization of an international Metropolis conference in the southern hemisphere: the 12th International Metropolis Conference held in Melbourne, Australia, from October 8 to 12, 2007. The conference theme was "Migration, Economic Growth and Social Cohesion." There were 700 delegates from Australia and around the world, including more than 100 from Canada (www.metropolis2007.org).

Metropolis produced an edition of its newsletter, the *Metropolis World Bulletin*, on the topic of social cohesion, and three special magazine issues of *Our Diverse Cities*. One issue was entitled "*Cities and Immigrant Integration: The Future of Tier Two and Three Centres*." The others concerned Ontario and the Atlantic region respectively, and are the first two parts of a series with a regional focus.

Metropolis organized a session entitled "Divided Loyalties? Transnationalism and the Meaning of Citizenship in the 21st Century" as part of its Metropolis Presents series, a policy-research symposium on "Policing, Justice and Security in a Diverse Canada: Building an Empirical Evidence Base" and another symposium on temporary migration, "Should I Stay or Should I Go?" Metropolis also held brown bag sessions on "Return on Investment or Return Migration: New perspectives on migration from Hong Kong to Canada

[31] The publication can be found at **www.cic.gc.ca/english/resources/statistics/facts2006/index.asp**.

[32] More information on the Metropolis Project can be found at: **http://metropolis.net/**.

(and back again)"; "Perspectives on Protection: Reflections on the Canadian Refugee System"; and a series of six sessions on citizenship policy research. More information on Metropolis' public events is available at canada.metropolis.net/events/index_e.html.

In partnership with the Canada School of Public Service, Metropolis also launched the first of a series of armchair discussions that are webcast to public servants and other audiences. The first involved a discussion of immigration and mental health, and included online participants from the United States and Portugal.

There were three meetings each of the National Metropolis Committee and the Interdepartmental Committee. The Joint Committee and the International Steering Committee each met twice. There were also six policy priority domain meetings that involved the priority leader, the related domain leaders from the centres, and officials from the funding departments with a specific interest in the policy area. The five Metropolis Centres of Excellence continue to develop research, contributing to the growing number of articles, books and academic conference presentations generated within the Metropolis Project.

Gender–Based Analysis at CIC

Under IRPA, CIC is accountable to Parliament for conducting gender–based analysis (GBA) of the impact of the Act and its regulations. The Department developed a *Strategic Framework for Gender–Based Analysis at CIC* for 2005–2010. The objective of the framework is to integrate GBA into CIC's work so that the Department can meet its reporting requirement through branch GBA plans and achieve its broader policy and program objectives and commitments regarding GBA. GBA training continued to be offered regularly, and 211 employees have taken this training since its inception in October 2002.

The third stage of the 2006 New Brunswick project on Francophone minority communities consisted of analysing the status and situation of immigrant women. The results were used as an awareness tool and to create a promotional document and resource directory, currently under review. A final report for the 2007 project activities is being prepared.

Gender was included as a criterion in the 2004 Results–Based Management and Accountability Framework for the Federal Skilled Worker Program. Initial results will be available in late 2008–2009. As well, the 2005 National Round Table recommended a gender–based analysis of the Live–in Caregiver Program (LCP). CIC has implemented this recommendation and continues to incorporate gender considerations into the ongoing review. Gender–based data will be included in the LCP data collection tools for reviewing the potential impacts of occupation–specific employment authorizations when live–in caregivers change employers in Canada.

In 2007, CIC conducted a GBA of orientation and Canadian life skills training services for resettled refugees available through RAP. The analysis identified gender–sensitive orientation services and gaps in current programming, and recommended improvements to orientation programs. An inventory was taken of existing gender–sensitive orientation services provided by service provider organizations, along with an analysis of available data. A GBA of the Pre–Removal Risk Assesment Program (PRRA) was also undertaken in 2007. The preliminary study found that PRRA has no significant differential impact on women and minors applying for protection through the program. Instead, it showed that clients have less and less limitation on their access to the PRRA Program. The full analysis will be completed in 2008.

As for the Safe Third Country Agreement, the proportion of female claimants at the border has been comparable to that of the total claimant population over the past six years. The increase in the percentage of minors among total claimants and border claimants can be explained by an increase in the number of families making a refugee claim at the border, where U.S.–born children accompany their parents who are third country nationals. This analysis continues to suggest that women and minors want to make asylum claims in Canada and were

eligible to do so under the terms of the Agreement. Claims for refugee protection from persons who arrive at a Canadian land border port of entry from the United States are ineligible unless they fall within an exception. Forty– eight percent of border claimants who were not U.S. citizens and who were granted an exemption were female. This figure is very close to the percentage of females among total border claimants, which stands at 46 percent. The total number of unaccompanied minor refugee claimants rose to 58 percent in 2007, an increase of 18 percent compared to 2006, while the proportion of females among unaccompanied minor claimants decreased to 33 percent from 35 percent. This category will continue to be monitored closely.

In 2007–2008, analytical research and consultation helped to frame the modernized approach to settlement programming. The resulting framework has a single program authority with six settlement themes (needs assessment, support services, information and orientation, language and skills development, labour market participation, and community connections). Service provider organizations will be able to combine activities from more than one theme to better address the needs of various newcomer groups and support improved newcomer settlement outcomes.

During a field trial in 2007, biometric information was collected from about 18,000 persons, with a proportion of about 45 percent male to 55 percent female. A GBA of the image quality for both fingerprints and facial recognition indicated that the collection of biometric information from men and women generated about the same level of image quality, with slightly superior results for men due to the larger finger size. As the difference between men and women did not have an impact on the ability to use biometrics to match individuals, CIC does not plan on changing the way in which biometrics is captured based on gender.

For more information on GBA activities, please consult Section 6 of the *2007 Annual Report on Immigration*.[33]

[33] More information can be found at **www.cic.gc.ca/english/resources/publications/annual-report2007/section6.asp**.

SUPPLEMENTARY INFORMATION

Departmental Links to the Government of Canada Outcomes

($ Millions)	Expected Results	Actual Spending 2007–2008			Alignment to Government of Canada Outcome Area
		Budgetary	Non-Budgetary	Total	
Strategic Outcome 1: Maximum contribution to Canada's economic, social and cultural development from migration					
1. Immigration Program	Contribution, through the Immigration Program, to Canada's economic, social and cultural development	208.6	Nil	208.6	**Economic** Strong economic growth
2. Temporary Resident Program	Contribution, through the Temporary Resident Program, to Canada's economic, social and cultural development	73.4	Nil	73.4	**Economic** Strong economic growth
Strategic Outcome 2: Reflection of Canadian values and interests in the management of international migration, including refugee protection					
3. Canada's Role in International Migration and Protection	Canada influences the international agenda on migration and protection	1.6	Nil	1.6	**International** A safe and secure world through international cooperation
4. Refugee Program	Maintenance of Canada's humanitarian tradition with respect to refugees and persons in need of protection	94.8	Nil	94.8	**International** A safe and secure world through international cooperation
Strategic Outcome 3: Successful integration of newcomers and promotion of Canadian citizenship					
5. Integration Program	Successful integration of newcomers into Canadian society within a reasonable time frame; newcomers contribute to the economic, social and cultural development needs of Canada	667.9	Nil	667.9	**Social** Diverse society that promotes linguistic duality and social inclusion
6. Citizenship Program	Accordance of full participation in Canadian society to eligible permanent residents; contribution to Canada's economic, social and cultural development	73.2	Nil	73.2	**Social** Diverse society that promotes linguistic duality and social inclusion

Contribution of CIC's Program Activities to Government of Canada Outcomes

1. The **Immigration Program** contributes to **strong economic growth** through the design, development and implementation of policies and programs to facilitate the entry of permanent residents in a way that contributes to the economic, social and cultural development of Canada while protecting the health, safety and security of Canadians.

2. The **Temporary Resident Program** contributes to **strong economic growth** through the design, development and implementation of policies and programs to facilitate the entry of temporary workers, students and visitors in a way that contributes to Canada's economic, social and cultural development while protecting the health, safety and security of Canadians.

3. **Canada's Role in International Migration and Protection** contributes to **a safe and secure world** by asserting Canada's position in the context of international migration in order to protect Canada's right to set its citizenship, immigration and refugee policy; to meet legal and international obligations; to steer the international agenda on migration management issues, including its linkages with other public policy sectors; to contribute to managing migration internationally; and to support development of Canada's image abroad.

4. The **Refugee Program** contributes to **a safe and secure world** through the fulfilment of Canada's international obligations by coming to the aid of persons in need of protection in Canada and maintaining its humanitarian tradition by protecting refugees abroad and resettling them to Canada.

5. The **Integration Program** contributes to **a diverse society that promotes linguistic duality and social inclusion** through the design, development and implementation of policies and programs to support the settlement, resettlement and longer-term integration of newcomers in Canada.

6. The **Citizenship Program** contributes to a **diverse society that promotes linguistic duality and social inclusion** through the design, development and implementation of policies and programs to administer the acquisition of Canadian citizenship and to enhance the values and promote the rights and responsibilities of Canadian citizenship.

Comparison of Planned to Actual Spending (including FTEs)

This table offers a comparison of the Main Estimates, planned spending, total authorities, and actual spending for the most recently completed fiscal year, as well as historical figures for actual spending.

Program Activity ($ Millions)	Actual 2005–2006	Actual 2006–2007	2007–2008 Main Estimates	Planned Spending	Total Authorities	Actual [a]
Immigration Program	191.1	[b] 244.8	183.8	184.0	212.4	208.6
Temporary Resident Program	101.5	[c] 104.9	59.7	59.8	74.9	73.4
Canada's Role in International Migration and Protection	2.6	2.8	4.0	4.0	3.1	1.6
Refugee Program	80.3	84.1	97.5	97.5	96.0	94.8
Integration Program	445.0	[d] 550.6	783.1	783.2	774.1	667.9
Citizenship Program	61.2	71.4	59.2	59.3	75.3	73.2
Revitalization of the Toronto Waterfront [e]	0.8	0.0	0.0	0.0	0.0	0.0
Total [f]	**882.5**	**1,058.6**	**1,187.3**	**1,187.8**	**1,235.8**	**1,119.5**
Less: Non-Respendable Revenue	(500.8)	(451.6)	(460.7)	(460.7)	(460.7)	(483.1)
Plus: Cost of Services Received Without Charge [g]	231.6	237.1	232.0	232.0	235.3	235.3
Total Departmental Spending	**613.3**	**844.1**	**958.6**	**959.1**	**1,010.4**	**871.7**
Full-Time Equivalents				3,708		

[a] For an explanation of variances, see Section II: Analysis of Program Activities by Strategic Outcome.

[b] 2006–2007 actuals include one-time charge of approximately $50 million for refunds related to the Right of Permanent Residence Fee.

[c] The method of allocation of corporate costs was revised after 2006–2007, resulting in lower allocations to the Temporary Resident Program in future years.

[d] Spending in 2006–2007 and future years reflects increasing payments for settlement and integration services across Canada.

[e] Responsibility for the Toronto Waterfront Revitalization Initiative was transferred to the TBS through an Order in Council dated February 6, 2006.

[f] Total authorities included planned spending of $1,187.8 million plus $48.0 million provided through Supplementary Estimates and additional statutory requirements—including employee benefit plans—for a total of $1,235.8 million. Actual expenditures were lower than total authorities by $116.3 million—including $106.2 million in grants and contributions. This is mostly attributable to the Canada–Ontario Immigration Agreement and other settlement programs. The balance of the reduced requirements ($10.1 million) was mainly due to other general operating lapses.

[g] Services received without charge include accommodation provided by Public Works and Government Services Canada, the employer's share of employees' insurance premiums paid by the TBS, legal services received from the Department of Justice, and international immigration services provided by DFAIT.

Voted and Statutory Items

This table identifies the way in which Parliament votes resources to the Department in the Main Estimates (Votes 1, 2 and 5) and provides statutory details (denoted by "S") for information purposes.

Vote ($ Millions)		2007–2008			
		Main Estimates	Planned Spending [a]	Total Authorities [b]	Actual [c]
1	Operating Expenditures	413.6	414.1	445.4	435.3
2	Debt Write-Off	0.0	0.0	1.6	1.6
5	Grants and Contributions	732.2	732.2	732.2	626.0
(S)	Salary and Motor Car Allowance	0.1	0.1	0.1	0.1
(S)	Contributions to Employee Benefit Plans	41.4	41.4	41.4	41.4
(S)	Refund of Amounts Credited to Revenues in Previous Years	0.0	0.0	15.0	15.0
(S)	Court Awards	0.0	0.0	0.1	0.1
	Total [d]	**1,187.3**	**1,187.8**	**1,235.8**	**1,119.5**

[a] Total Planned Spending from the *2007–2008 Report on Plans and Priorities*.

[b] Total Authorities from the 2007–2008 Public Accounts, which include Main Estimates plus Supplementary Estimates.

[c] Total Actual Spending from the 2007–2008 Public Accounts. For an explanation of variances by program activity, see Section II: Analysis of Program Activities by Strategic Outcome.

[d] Total authorities included planned spending of $1,187.8 million plus $48.0 million provided through Supplementary Estimates and additional statutory requirements—including employee benefit plans—for a total of $1,235.8 million. Actual expenditures were lower than total authorities by $116.3 million, including $106.2 million in grants and contributions. This is mostly attributable to the Canada–Ontario Immigration Agreement and other settlement programs. The balance of the reduced requirements ($10.1 million) was mainly due to other general operating lapses.

Electronic Tables

The following tables can be found on the TBS website at **www.tbs-sct.gc.ca/dpr-rmr/2007-2008/index-eng.asp**.

- Loans
- Sources of Non-Respendable Revenue
- User Fees
- Policy on Service Standards for External Fees
- Status Report on Major Crown Projects
- Details on Transfer Payment Programs
- Response to Parliamentary Committees and External Audits
- Internal Audits and Evaluations
- Sustainable Development
- Travel Policies

Financial Statements

Statement of Management Responsibility

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2008, and all information contained in these statements rests with departmental management. These financial statements have been prepared by management in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgment and gives due consideration to materiality. To fulfil its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the Department's financial transactions. Financial information submitted to the *Public Accounts of Canada* and included in the Department's *Departmental Performance Report* is consistent with these financial statements.

Management maintains a system of financial management and internal control designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are in accordance with the *Financial Administration Act*, are executed in accordance with prescribed regulations, within Parliamentary authorities, and are properly recorded to maintain accountability of Government funds. Management also seeks to ensure the objectivity and integrity of data in its financial statements by careful selection, training and development of qualified staff, by organizational arrangements that provide appropriate divisions of responsibility, and by communication programs aimed at ensuring that regulations, policies, standards and managerial authorities are understood throughout the Department.

The Audit Committee ensures that the Deputy has independent objective advice and assurance on the adequacy of CIC's internal control and accountability processes. It ensures that there are effective arrangements in place to monitor and follow-up on management action plans responding to recommendations from internal audits, the OAG, or other sources. It reviews CIC corporate risk profile. It also reviews the arrangements established by management to promote public service values and to ensure compliance with laws, regulations, policies, and standards of ethical conduct.

The financial statements of the Department have not been audited.

Richard B. Fadden
Deputy Minister

Date

Wayne Ganim
Senior Financial Officer

Date

Citizenship & Immigration Canada

Statement of Operations *(Unaudited)*

For the Year Ended March 31

(in thousands of dollars)	2008	2007
EXPENSES (Note 4)		
Integration Program	683,694	568,236
Immigration Program	294,664	272,603
Temporary Resident Program	117,252	145,439
Refugee Program	108,101	94,241
Citizenship Program	103,907	118,299
Canada's Role in International Migration and Protection	2,765	4,039
TOTAL EXPENSES	**1,310,383**	**1,202,857**
REVENUES (Note 5)		
Immigration Program	243,119	216,909
Temporary Resident Program	163,596	153,927
Citizenship Program	37,178	46,306
Refugee Program	12,148	14,581
Integration Program	663	734
TOTAL REVENUES	**456,704**	**432,457**
NET COST OF OPERATIONS	**853,679**	**770,400**

The accompanying notes form an integral part of these financial statements.

Citizenship & Immigration Canada

Statement of Financial Position *(Unaudited)*

At March 31

(in thousands of dollars)	2008	2007
ASSETS		
Financial Assets		
Accounts Receivable and Advances (Note 6)	45,732	22,617
Loans (Note 7)	31,174	34,407
Total Financial Assets	**76,906**	**57,024**
Non-Financial Assets		
Prepayments	1,682	1,341
Inventory	5,291	8,010
Tangible Capital Assets (Note 8)	243,208	224,294
Total Non-Financial Assets	250,181	233,645
TOTAL ASSETS	**327,087**	**290,669**
LIABILITIES		
Deferred Revenues (Note 9)	347,424	235,045
Accounts Payable and Accrued Liabilities	151,101	123,020
Other Liabilities (Note 10)	44,800	24,000
Vacation Pay and Compensatory Leave	15,107	14,487
Employee Severance Benefits (Note 11)	55,434	51,634
TOTAL LIABILITIES	**613,866**	**448,186**
EQUITY OF CANADA	**(286,779)**	**(157,517)**
TOTAL	**327,087**	**290,669**

Contingent Liabilities (Note 12)

Contractual Obligations (Note 13)

The accompanying notes form an integral part of these financial statements.

Citizenship & Immigration Canada

Statement of Equity of Canada *(Unaudited)*

At March 31

(in thousands of dollars)	2008	2007
Equity of Canada, beginning of year	**(157,517)**	**(245,424)**
Net Cost of Operations	(853,679)	(770,400)
Current Year Appropriation Used (Note 3)	1,115,816	1,056,436
Revenue Not Available for Spending	(456,704)	(432,457)
Change in Net Position in the Consolidated Revenue Fund (Note 3c)	(56,108)	(2,832)
Services Provided Without Charge by Other Government Departments (Note 14)	235,281	237,160
Change in Approach Related to Deferred Revenues (Note 9)	(113,868)	–
Equity of Canada, end of year	**(286,779)**	**(157,517)**

The accompanying notes form an integral part of these financial statements.

Citizenship & Immigration Canada

Statement of Cash Flow *(Unaudited)*

For the Year Ended March 31

(in thousands of dollars)	2008	2007
OPERATING ACTIVITIES		
Net Cost of Operations	**853,679**	**770,400**
Non-Cash Items		
Services Provided Without Charge by Other Government Departments	(235,281)	(237,160)
Amortization of Tangible Capital Assets	(6,518)	(8,207)
Loss on Disposal/Adjustment of Tangible Capital Assets	(5)	(61)
Variation in Statement of Financial Position		
Decrease (Increase) in Liabilities	(165,680)	38,517
Increase in Accounts Receivable and Advances	23,115	9,111
Decrease in Loans	(3,233)	(1,577)
Increase (Decrease) in Inventories and Prepayments	(2,378)	2,378
Change in Approach Related to Deferred Revenue	113,868	–
Cash Used by Operating Activities	**577,567**	**573,401**
CAPITAL INVESTMENT ACTIVITIES		
Acquisitions of Tangible Capital Assets	25,437	47,746
Cash Used by Capital Investment Activities	**25,437**	**47,746**
FINANCING ACTIVITIES		
Net Cash Provided by Government of Canada	**(603,004)**	**(621,147)**

The accompanying notes form an integral part of these financial statements.

Citizenship & Immigration Canada

Notes to the Financial Statements *(Unaudited)*

1. Authority and Objectives

Citizenship and Immigration Canada (CIC) was established on June 23, 1994, by the *Department of Citizenship and Immigration Act*. It is a Department named in Schedule I of the *Financial Administration Act* and currently reports to Parliament through the Minister of Citizenship and Immigration Canada.

The Department's key strategic outcomes are:

- maximum contribution to Canada's economic, social and cultural development from migration;
- reflection of Canadian values and interests in the management of international migration, including refugee protection; and
- successful integration of newcomers and promotion of Canadian citizenship.

These three strategic outcomes are reflected with the following key activities.

- **Immigration Program**: Design, develop and implement policies and programs to facilitate the entry of permanent residents in a way which maximizes their economic, social and cultural contribution to Canada while protecting the health, safety and security of Canadians.
- **Temporary Resident Program**: Design, develop and implement policies and programs to facilitate the entry of temporary workers, students and visitors in a way that maximizes their contribution to Canada's economic, social and cultural development while protecting the health, safety and security of Canadians.
- **Canada's Role in International Migration and Protection**: Assert Canada's position in the context of international migration to influence the international agenda on migration and protection.
- **Refugee Program**: Maintain Canada's humanitarian tradition by protecting refugees and persons in need of protection in Canada and abroad.
- **Integration Program**: Develop policies and programs to support the settlement, resettlement, adaptation and integration of newcomers into Canadian society by delivering the orientation, adaptation and language programs for newcomers.
- **Citizenship Program**: Design, develop and implement policies and programs to administer the acquisition of Canadian citizenship and to enhance the values and promote the rights and responsibilities of Canadian citizenship.

CIC administers the *Citizenship Act* and the *Immigration and Refugee Protection Act*.

CIC is funded by a budgetary lapsing authority. Revenues, including fees and rights, are deposited to the Consolidated Revenue Fund and are not available for use by the Department. Fees and rights are collected through the *Immigration and Refugee Protection Regulations* as well as through the *Citizenship Regulations*. Employee benefits are authorized by a statutory authority. CIC issues immigration loans through a non-budgetary non-lapsing authority.

2. Summary of Significant Accounting Policies

These financial statements have been prepared in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector.

Significant accounting policies are as follows:

(a) Parliamentary Appropriations – The Department is financed by the Government of Canada through Parliamentary appropriations. Appropriations provided to the Department do not parallel financial reporting according to Canadian generally accepted accounting principles since appropriations are primarily based on cash-flow requirements. Consequently, items recognized in the statement of operations and the statement of financial position are not necessarily the same as those provided through appropriations from Parliament. Note 3 provides a high level reconciliation between the bases of reporting.

(b) Net Cash Provided by Government – The Department operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the Department is deposited to the CRF and all cash disbursements made by the Department are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements including transactions between departments of the federal government.

(c) Change in net position in the Consolidated Revenue Fund is the difference between the net cash provided by Government and appropriations used in a year, excluding the amount of non-respendable revenue recorded by the Department. It results from timing differences between when a transaction affects appropriations and when it is processed through the CRF.

(d) Revenues

- Revenues from regulatory fees are recognized in the accounts based on the services provided in the year.
- Other revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.
- Revenues that have been received but not yet earned are recorded as deferred revenues. The recognition of revenues from fees is considered deferred until the application is processed, while the recognition of revenues from rights (right of citizenship and right of permanent residence) is deferred until the right is granted.

(e) Expenses – Expenses are recorded on the accrual basis

- Grants are recognized in the year in which the conditions for payment are met.
- Contributions are recognized in the year in which the recipient has met the eligibility criteria or fulfilled the terms of a contractual transfer agreement.
- Vacation pay and compensatory leave are expensed as the benefits accrue to employees under their respective terms of employment.
- Services provided without charge by other government departments for accommodation, the employer's contribution to the health and dental insurance plans, workers' compensation costs, legal services and international immigration services are recorded as operating expenses at their estimated cost.

(f) Employee Future Benefits

(i) **Pension Benefits**: Eligible employees participate in the Public Service Pension Plan, a multiemployer plan administered by the Government of Canada. The Department's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. Current legislation does not require the Department to make contributions for any actuarial deficiencies of the Plan.

(ii) **Severance Benefits**: Employees are entitled to severance benefits under labour contracts or conditions of employment. These benefits are accrued as employees render the services necessary to earn them. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

(g) Accounts and loans receivables are stated at amounts expected to be ultimately realized. They are valuated at cost. Interest revenue is recognized on a receivable when earned. A provision is made for receivables where recovery is considered uncertain. Loans that cannot be recovered are written off after receiving Parliamentary approval in accordance with the *Debt Write-off Regulations*.

(h) Contingent Liabilities – Contingent liabilities are potential liabilities which may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded. If the likelihood is not determinable or an amount cannot be reasonably estimated, the contingency is disclosed in the notes to the financial statements.

(i) Inventories – Inventories consist of forms and equipment held for future program delivery and not intended for resale. They are valued at cost.

(j) Foreign Currency Transactions – Transactions involving foreign currencies are translated into Canadian dollar equivalents using rates of exchange in effect at the time of those transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Canadian dollars using the rate of exchange in effect on March 31. Gains and losses resulting from foreign currency transactions are included in other revenues and other expenses in Notes 4 and 5.

(k) Tangible Capital Assets – All tangible capital assets and leasehold improvements having an initial cost of $10,000 or more are recorded at their acquisition cost.

Amortization of tangible capital assets is done on a straight-line basis over the estimated useful life of the asset as follows:

Asset Class	Amortization Period
Machinery and Equipment	15 years
Informatics Hardware	5 years
Purchased Software	7 years
Furniture and Other	10 years
Motor Vehicles	8 years
Leasehold Improvements	Lesser of remaining term of the lease or useful life of the improvement
Asset Under Construction	Once in service, in accordance with asset type

(l) Measurement Uncertainty – The preparation of these financial statements in accordance with Treasury Board accounting policies, which are consistent with Canadian generally accepted accounting principles for the public sector, requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are contingent liabilities, the liability for employee severance benefits, the useful life of tangible capital assets and deferred revenues. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

3. Parliamentary Appropriations

The Department of Citizenship and Immigration receives all of its funding through annual Parliamentary appropriations. Items recognized in the statement of operations and the statement of financial position in one year may be funded through Parliamentary appropriations in prior, current or future years. Accordingly, the Department has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables.

(a) Reconciliation of net cost of operations to current year appropriations used.

	2008	2007
	(in thousands of dollars)	
Net Cost of Operations	**853,679**	**770,400**
Adjustments for items affecting net cost of operations but not affecting appropriations		
Add (Less):		
Revenue Not Available for Spending	456,704	432,457
Services Provided Without Charge by Other Government Departments	(235,281)	(237,160)
Refunds of Previous Years' Revenues	14,968	53,895
Amortization of Tangible Capital Assets	(6,518)	(8,207)
Employee Severance Benefits	(3,799)	(5,079)
Inventory Consumed in Operations	(5,715)	(1,678)
Vacation Pay and Compensatory Leave	(619)	(1,182)
Other	17,654	3,217
Adjustments for items not affecting net cost of operations but affecting appropriations		
Add (Less):		
Acquisition of Tangible Capital Assets	25,437	47,746
Inventory Purchased and Prepayments	2,996	4,283
Non-Budgetary Loans	(3,690)	(2,191)
Other	–	(65)
CURRENT YEAR APPROPRIATIONS USED	**1,115,816**	**1,056,436**

(b) Appropriations provided and used

	APPROPRIATIONS PROVIDED	
	2008	2007
	(in thousands of dollars)	
Vote 1 – Operating Expenditures	445,338	489,636
Vote 2a – Write-Off of Loans	1,620	987
Vote 5 – Grants and Contributions	732,224	598,704
Statutory Amounts	56,644	94,607
Less:		
Lapsed Vote 1: Operating Expenditures	(10,063)	(49,377)
Lapsed Vote 2a: Write-Off of Loans	(23)	(9)
Lapsed Vote 5: Grants and Contributions	(106,228)	(75,898)
Lapsed: Proceeds From Disposal of Crown Assets	–	(8)
Non-Budgetary Item	(3,690)	(2,191)
Appropriations Available for Future Years	(6)	(15)
CURRENT YEAR APPROPRIATIONS USED	**1,115,816**	**1,056,436**

(c) Reconciliation of net cash provided by Government to current year appropriations used

	2008	2007
	(in thousands of dollars)	
Net Cash Provided by Government	603,004	621,147
Revenue Not Available for Spending	456,704	432,457
CHANGE IN NET POSITION IN THE CONSOLIDATED REVENUE FUND		
Refunds of Previous Years' Revenues	14,968	53,895
Increase in Accounts Receivable and Advances	(23,115)	(9,111)
Increase in Accounts Payable and Accrued Liabilities	48,881	3,053
Increase (Decrease) in Deferred Revenue	112,379	(47,831)
Change in Approach Related to Deferred Revenues	(113,868)	–
Other	16,863	2,826
Subtotal	**56,108**	**2,832**
CURRENT YEAR APPROPRIATIONS USED	**1,115,816**	**1,056,436**

4. Expenses

The following table presents details of expenses by category.

	2008	2007
	(in thousands of dollars)	
TRANSFER PAYMENTS		
Other Level of Governments within Canada	295,776	276,722
Non-Profit Organizations	288,580	211,483
Individuals	40,210	33,164
Other Countries and International Organizations	1,430	1,436
Refund of Previous Years' Transfer Payments	(10,256)	(2,474)
Total Transfer Payments	**615,740**	**520,331**
OPERATING EXPENSES		
Salaries and Employee Benefits	458,501	459,195
Professional and Special Services	132,254	124,938
Accommodation	30,073	29,998
Transportation and Communications	26,851	25,372
Utilities, Materials and Supplies	12,047	16,037
Rentals of Equipment	8,919	6,779
Repairs and Maintenance	7,385	6,421
Amortization of Tangible Capital Assets	6,518	8,207
Information Services	6,084	3,832
Other	6,011	1,747
Total Operating Expenses	**694,643**	**682,526**
TOTAL EXPENSES	**1,310,383**	**1,202,857**
DETAIL OF TRANSFER PAYMENTS		
Grant for the Canada-Quebec Accord on Immigration	198,194	193,893
Language Instruction for Newcomers to Canada	152,658	122,288
Immigrant Settlement and Adaptation	115,118	70,208
Contributions to Provinces	97,582	82,829
Resettlement Assistance	52,906	44,128
Host Program	8,108	5,023
International Organization for Migration	1,109	1,075
Migration Policy Development	321	361
Grant for the Institute for Canadian Citizenship	–	3,000
Refund of Previous Years' Transfer Payments	(10,256)	(2,474)
TOTAL	**615,740**	**520,331**

5. Revenues

The following table presents details of revenues by category.

	2008	2007
	(in thousands of dollars)	
Immigration Service Fees	348,250	315,066
Right of Permanent Residence	70,156	70,266
Citizenship Service Fees	22,275	27,249
Right of Citizenship	14,863	19,011
Interest on Loans	663	734
Other	497	131
TOTAL REVENUES	**456,704**	**432,457**

6. Accounts Receivable and Advances

The following table presents details of accounts receivable and advances.

	2008	2007
	(in thousands of dollars)	
Receivables from Other Federal Government Departments and Agencies	24,949	17,887
Receivables from External Parties	20,891	4,746
Advances to Employees	68	161
Less: Allowance for Doubtful Accounts on External Receivables	(176)	(177)
TOTAL	**45,732**	**22,617**

7. Loans Receivable

In accordance with the *Immigration and Refugee Protection Act*, CIC can issue immigration loans up to a maximum of $110,000 000. Since February 28, 1995, all immigration loans bear interest at a rate determined by the Minister of Finance at the beginning of each calendar year. Regulations provide for a period of up to seven (7) years for the repayment of the loans. The interest rate on outstanding interest-bearing loans varies between 3.56% to 10.718%. Allowance for doubtful accounts is made for loans when recovery is considered uncertain.

	2008	2007
	(in thousands of dollars)	
Immigration Loans	34,390	38,080
Less: Allowance for Doubtful Collection	(3,216)	(3,673)
TOTAL	**31,174**	**34,407**

		(in thousands of dollars)		
Aging	Number of loans	Capital	Interest	TOTAL
0 to 1 year	4,335	11,012	–	11,012
1 to 2 years	3,457	7,006	2	7,008
2 to 3 years	2,405	4,454	8	4,462
3 to 4 years	1,636	2,567	31	2,598
4 to 5 years	1,366	2,121	52	2,173
5 to 6 years	661	1,089	50	1,139
6 to 7 years	475	1,039	93	1,132
7 years and over	1,732	4,131	735	4,866
TOTAL	**16,067**	**33,419**	**971**	**34,390**

	2008	2007
	(in thousands of dollars)	
Immigration Loans – Opening Balance	38,080	40,271
Issuance (including accrued interest)	12,834	13,049
Repayments	(14,928)	(14,270)
Write-Offs	(1,596)	(970)
Immigration Loans – Closing Balance	**34,390**	**38,080**

8. Tangible Capital Assets

(in thousands of dollars)	COST					ACCUMULATED AMORTIZATION					2008	2007
Capital Asset Class	Opening Balance	Acquisitions	Disposals and Write-Offs	Adjustments	Closing Balance	Opening Balance	Amortization	Disposals and Write-Offs	Adjustments	Closing Balance	Net Book Value	Net Book Value
Machinery and Equipment	1,934	–	–	14	1,948	741	129	–	1	871	1,077	1,193
Informatics Hardware	28,605	1,840	1,097	1	29,349	22,452	2,851	1,090	1	24,214	5,135	6,153
Purchased Software	20,177	22	99	–	20,100	6,660	1,983	92	–	8,551	11,549	13,517
Furniture and Other	1,120	49	25	–	1,144	311	112	18	–	405	739	809
Motor Vehicles	988	88	98	25	1,003	523	106	92	16	553	450	465
Leasehold Improvements	13,367	–	–	–	13,367	3,350	1,337	–	–	4,687	8,680	10,017
Assets under Construction	192,140	23,438	–	–	215,578	–	–	–	–	–	215,578	192,140
TOTAL	**258,331**	**25,437**	**1,319**	**40**	**282,489**	**34,037**	**6,518**	**1,292**	**18**	**39,281**	**243,208**	**224,294**

Amortization expenses for the year ended March 31, 2008, is $6,518 (2007, $8,207).

9. Deferred Revenue

The deferred revenue account was established to record fees and rights derived from the *Citizenship Act* and *Regulations* and the *Immigration and Refugees Protection Act* and *Regulations* where the service has yet to be provided or the right granted. For the year ended March 31, 2008, there was a change in approach to establish the deferred revenue account which resulted in a more accurate estimate of the deferred revenue.

	2008	2007
	(in thousands of dollars)	
Opening Balance	235,045	282,876
Payments Received and Impact of Change in Approach	320,823	180,345
Revenue Recognized	(202,103)	(184,507)
Remissions – Reduction of the Right of Permanent Residence	(6,341)	(43,669)
CLOSING BALANCE	**347,424**	**235,045**

10. Other Liabilities

The Immigrant Investor Program allows qualified immigrants to gain permanent residence in Canada by making an investment of $400,000 in the Canadian economy. The investment is returned to the investor, without interest, five years and two months after payment.

After meeting other immigration requirements, applicants are then required to pay their $400,000 investment to the Receiver General for Canada. CIC acts as an agent for the approved provincial funds by collecting the investments and distributing them to the approved funds according to a prescribed allocation formula (50 percent divided equally and 50 percent distributed according to provincial gross domestic product). The investment is distributed to the participating provinces and territories (Ontario, British Columbia, Prince Edward Island, Northwest Territories, Manitoba, Newfoundland and Labrador and Nova Scotia) on the first day of the second month following receipt from the investor.

The participating provinces and territories are responsible for investing their allocations to strengthen their economies and to create or continue employment. They report to CIC quarterly, and after the five-year holding period, remit the $400,000 investment back to CIC. Within 30 days of receipt of the $400,000 from the participating funds, CIC returns the $400,000 investment to the investor (without interest).

The value of financial transactions processed during the year is as follows.

	(in thousands of dollars)			
	April 1, 2007	Receipts and other Credits	Payments and other Charges	March 31, 2008
Immigrant Investor Program	24,000	552,800	532,000	44,800

11. Employee Benefits

(a) Pension Benefits: The Department's employees participate in the Public Service Pension Plan, which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of two (2) percent per year of pensionable service, times the average of the best five consecutive years of earnings. The benefits are integrated with Canada/Quebec Pension Plans' benefits and they are indexed to inflation.

Both the employees and the Department contribute to the cost of the Plan. The 2007-2008 expense amounts to $30,178,712 ($29,867,771 in 2006-2007), which represents approximately 2.1 times the contributions by employees (2.2 in 2006-2007).

The Department's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance Benefits: The Department provides severance benefits to its employees based on eligibility, years of service and final salary. These severance benefits are not prefunded. Benefits will be paid from future appropriations. Information about the severance benefits, measured at March 31, is as follows:

	2008	2007
	(in thousands of dollars)	
Accrued Benefit Obligation, beginning of year	51,634	46,555
Expense for the Year	7,072	9,461
Benefits Paid During the Year	(3,272)	(4,382)
Accrued Benefit Obligation, End of Year	**55,434**	**51,634**

12. Contingent Liabilities

Claims and Litigation

Claims have been made against the Department in the normal course of operations. Some of these potential liabilities may become actual liabilities when one or more future events occur or fail to occur. To the extent that the future event is likely to occur or fail to occur, and a reasonable estimate of the loss can be made, an estimated liability is accrued and an expense recorded in the financial statements. Based on the Department's legal assessment of potential liability, $40,000 was recorded on March 31, 2008.

13. Contractual Obligations

The nature of the Department's activities can result in some large multi-year contracts and obligations whereby the Department will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

	(in millions of dollars)					
Fiscal Year	2009	2010	2011	2012	2013 and After	Total
Transfer Payments	356	374	394	394	394	1,912

14. Related Party Transactions

The Department is related as a result of common ownership to all Government of Canada departments, agencies, and Crown corporations. The Department enters into transactions with these entities in the normal course of business and on normal trade terms. Also, during the year, the Department received services that were obtained without charge from other government departments as presented in part (a).

(a) Services Provided Without Charge by Other Government Departments

During the year, the Department received, without charge from other departments, accommodation, legal fees, the employer's contribution to the health and dental insurance plans and the workers' compensation costs. Additionally, the Department received international immigration services from the Department of Foreign Affairs and International Trade, staff and facilities at missions abroad. These services without charge have been recognized in the Department's Statement of Operations as follows.

	2008	2007
	(in thousands of dollars)	
Accommodation	30,073	29,998
Employer's Contribution to the Health and Dental Insurance Plans	18,129	20,316
Workers' Compensation Costs	182	143
Legal Services	38,897	38,703
International Immigration Services	148,000	148,000
TOTAL	**235,281**	**237,160**

The Government has structured some of its administrative activities for efficiency and cost effectiveness purposes so that one department performs these on behalf of all without charge. The costs of these services, which include payroll and cheque issuance services provided by Public Works and Government Services Canada and audit services provided by the Office of the Auditor General are not included as an expense in the Department's Statement of Operations.

(b) Payables and Receivables Outstanding at Year-End with Related Parties

	2008	2007
	(in thousands of dollars)	
Accounts Receivable – Other Government Departments and Agencies	23,892	11,361
Accounts Payable – Other Government Departments and Agencies	4,422	5,960